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Annual Report 1983

Public Service Commission
of Canada

Commission de la Fonction publique
du Canada



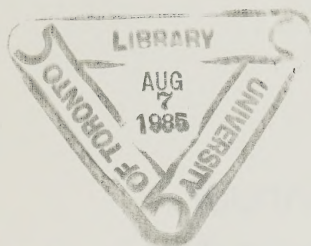
Annual Report

1983



Public Service Commission
of Canada

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**A summary of this report is available in
braille and on audio cassette.**

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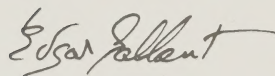
The Honourable Serge Joyal
Secretary of State of Canada
House of Commons
Ottawa

Dear Minister,

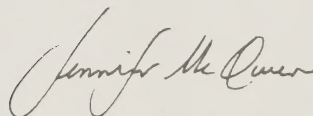
We have the honour of asking you to transmit for tabling in the House of Commons the report of the Public Service Commission of Canada for 1983.

It is submitted to Parliament in conformity with the provisions of section 45 of the *Public Service Employment Act* (Chapter 71, Statutes of Canada 1966/67).

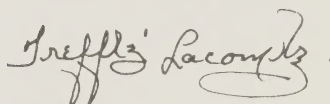
Yours sincerely,



Edgar Gallant
Chairman



Jennifer R. McQueen
Commissioner



Trefflé Lacombe
Commissioner

The Commission at a Glance

The Commissioners

The jurisdictional powers of the Public Service Commission rest with the three commissioners, one of whom is the chairman. Each is appointed by the Governor in Council for a ten-year term and has the status of deputy head. Together, the commissioners set overall policy in accordance with the *Public Service Employment Act*. The chairman is chief executive officer and a majority of commissioners constitutes a quorum.

Executive Secretariat

The secretariat plans and coordinates strategy, policy, and ongoing activities on behalf of the Commission. It responds to requests for information from members of Parliament, prepares the Commission's annual report, and performs various functions outlined in the *Act*.

Management Category Programs Branch

This branch establishes policies and systems for recruitment and selection of members of the Management Category in accordance with the *Act* and in keeping with Commission policy. It carries out career and succession planning and staffing activities for senior management and executive positions, and counsels members of and aspirants to the category. The branch is responsible for the Career Assignment Program, Interchange Canada, and for international assignments.

Staffing Programs Branch

This branch establishes staffing policies and procedures, selection standards and tests, and administrative procedures for Commission and departmental staffing in accordance with the *Act*, and Commission policy and directives. It recruits and refers candidates from outside the Public Service, performs staffing activities not delegated to departments and oversees departmental staffing activities to ensure application of the *Act* and the *Public Service Employment Regulations*. The branch coordinates those parts of the Official Languages Program for which the Commission is responsible. It sets language standards for bilingual positions and tests the language skills of candidates and incumbents. Its many responsibilities include the Women's Career Counselling and Referral Bureau, the National Indigenous Development Program, and the Access Program for Handicapped People. It also carries out human resources planning activities.

Audit Branch

This branch conducts cyclical audits of delegated and non-delegated staffing activities in all departments and agencies that come under the *Act*. In addition, other personnel management functions under the jurisdiction of the Treasury Board of Canada are integrated into these audits. The audit of these additional functions is carried out pursuant to the agreements between the two central agencies on their respective roles and responsibilities.

Appeals and Investigations Branch

This branch establishes independent boards to hear appeals brought by public servants against alleged breaches of the *Act* and *Regulations*, in such matters as appointment, promotion, demotion, and release. Decisions of appeal boards are final and binding on both the parties and on the Commission, and can be set aside only by the Federal Court of Appeal. The branch investigates complaints from employees and applicants for employment alleging discrimination in the Public Service. It serves as ombudsman in handling complaints from employees alleging harassment or unfair administrative treatment on the job, and investigates complaints of questionable staffing practices brought to its attention by any source.

Staff Development Branch

This branch provides federal departments and agencies with staff development and training programs to improve the occupational performance of employees and to assist in implementing Treasury Board training policy and departmental training plans.

Language Training Program Branch

In response to departmental needs, this branch provides language training to meet job requirements. At the request of departments and agencies, it develops and conducts specialized courses in both official languages in the National Capital Region and across Canada. It also conducts the Advanced Language Training Program. It offers advice and assistance related to language training: analysis of needs, development of courses and programs to meet specific needs, program evaluation, testing, and guidance to public servants.

Corporate Systems and Services Branch

This branch designs, promotes, implements and coordinates departmental management systems in support of corporate management; ensures that internal Commission policies and systems are consistent with central agency requirements; provides direction and support in the acquisition and management of resources in the Commission, and provides common support services to other branches through its directorates: administration, information and management systems, corporate systems and analysis, finance, public affairs, personnel, internal audit, and regional services.

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Highlights

Decrease

- Public Service population: 222,044 compared to 222,582 in 1982
- Appointments: 86,588 compared to 100,041 in 1982; 10,066 persons appointed from outside the Public Service compared to 15,538 in 1982
- Promotions: 19,949 compared to 26,360 in 1982
- Resignations: 6,608 compared to 8,387 in 1982, down from 14,859 in 1981
- Appeals: 2,400 compared to 2,885 in 1982
- Language training: 12,207 participants 3,229 of whom were in continuous courses versus 13,258 and 3,098 in continuous courses in 1982

Increase

- Representation of women: 40.6 per cent of total population compared to 40.4 per cent in 1982
- Representation of francophones: 27.4 per cent versus 26.8 per cent in 1982
- Surplus employees: 1,566 or 75 per cent more than in 1982
- Lay-offs: 1,123 compared to 535 in 1982
- Professional training: 10,968 participants in 575 courses compared to 10,251 in 498 courses in 1982

New Initiatives

- National Applicant Inventory System
- Access Program for Handicapped People
- Women's Career Counselling and Referral Bureau
- National Indigenous Development Program

Introduction

This is the seventy-fifth report that the Public Service Commission (up to 1967 the Civil Service Commission) has had the pleasure of submitting to Parliament. It was in 1908 that Parliament first embarked on a radical reform of hiring and promotion practices in the federal administration, with a view to establishing a public service in which employees would be appointed on the basis of their professional and personal qualifications and not because of their political affiliation or the services they had rendered to a political party or candidate. This reform, which was more clearly defined over the years through successive acts of Parliament, has given Canada a public service characterized by a political impartiality and professionalism that are the envy of many countries.

The first chapter of this report "Adapting Merit to New Realities" examines the values, principles and rules which underlie the major achievements of the Commission over the past seventy-five years. Throughout this period, marked by extensive social and economic change, the constant concern of Parliament has been to ensure that Canadians could depend on the services of a professional and politically impartial Public Service. In spite of the strong pressures that now exist to modify the systems and the rules of conduct that have maintained and protected these fundamental features of our Public Service, we believe that Parliament will want to weigh carefully the long-term consequences of any change before reach-

ing a decision. Our own analysis leads us to recommend changes to the present legislative framework, changes which appear to be necessary to enable the Public Service of Canada to respond with a high degree of success to the demands of the future.

The second chapter of the report presents an overview of the initiatives that the Commission has undertaken since 1967 to enhance the participation of underrepresented groups. It also outlines measures introduced by the Commission in 1983 in support of the government's Affirmative Action Program, including the establishment of the Women's Career Counselling and Referral Bureau, the National Indigenous Development Program, and the Access Program for Handicapped People.

Other activities carried out by the Commission are grouped under the following headings: Applying Merit (staffing and related activities), Protecting Merit (audit and redress), and Training Public Servants. The last chapter deals with the Commission's management of its internal resources.

Finally, we wish to pay tribute to the dedication and support of the employees of the Commission and to express our gratitude to members of Parliament, officials of the Treasury Board Secretariat of Canada, departmental managers and representatives of bargaining units in the Public Service for their assistance and cooperation.

Adapting Merit to New Realities



Merit is, and must remain, the fundamental principle of staffing in the Public Service* of Canada. The way in which merit is viewed and the methods of application of this principle, however, must be reviewed continually to take into account the changing values and expectations of Canadian society and, specifically, the personnel needs of the Public Service. This has been one of the main concerns of the Public Service Commission in recent years as it focussed its attention on a review of the merit system to ensure that staffing procedures meet the operational requirements of departments** and the demands of the public interest.

The careful deliberation and the energy invested by the Commission to adapt merit to these changes have been in keeping with a rich tradition of values and principles — a tradition which has made Canada's Public Service one of the most respected in the world. It is this tradition which, over many decades, has provided the federal government with the invaluable support of a corps of qualified and dedicated public servants. Convinced that the complementary principles of appointment on the basis of merit and the political impartiality of public servants are essential elements of this tradition, the Commission considers it appropriate in this, its seventy-fifth year, to assess the progress made since Parliament legislated an end to political patronage and nepotism in the public service.

Mandate of the Commission

The principle of merit in the public service was established by Parliament through the adoption of the *Civil Service Acts* of 1908 and 1918. According to this principle, appointments to and promotions within the public service are based on the assessment of the personal and professional qualifications of candidates, without regard to their affiliation with a given political party, or their political allegiance. At the same time, Parliament prohibited public servants from engaging in political activities or contributing funds to a party, thus ending the practice of 'machining' whereby the party in power systematically deducted a portion of the salaries of persons appointed by the party.

To ensure the competence and impartiality of public servants, an independent commission reporting to Parliament was established in 1908. It was made responsible for appointing and promoting public servants in the 'inside' service (positions at headquarters in Ottawa). In 1918, the Commission's responsibility was extended to include the entire federal public service. The 'service to the public' aspect of the public service and the accountability of the Commission to the elected representatives of the people thus were clearly affirmed.

The achievements of the Commission in fulfilling its responsibilities may be listed under the following broad headings:

- eliminating patronage
- influence of scientific management
- rights and privileges of employees
- flexibility and delegation
- rights of individuals and groups.

Eliminating Patronage

Parliament generalized the application of merit to the whole public service when, in 1918, it placed total responsibility for staffing in one central agency — the Commission. One rule to be applied equitably and in the same manner to everyone was considered to be the best way to put an end to political and administrative patronage.

"The benefits to the service and the relief to ministers and members of Parliament which have resulted from the non-partisan appointments to the various positions in the Inside Service, since September 1, 1908, have been very generally recognized."
(Annual Report, 1911)

The competitive process was deemed to be the best practical method of selecting employees regardless of whether they were public servants at the senior or lower levels. The decision of the Commission in the early 1920s to administer all competitions itself strengthened this trend toward uniformity.

Influence of Scientific Management

When the act of 1918 came into force, the theories of the American school of scientific management were revolutionizing administrative and organizational methods. Focussing on the job rather than on the individual, the scientific method of analysis narrowed the definition of merit to mean the ability of an employee to perform the duties of a specific position. As a result, individual potential and the possibility of appointment to classes of positions were largely neglected. Appointment to position under the present Act — the *Public Service Employment Act* of 1967 — perpetuates this concept.

The scientific approach to employment, nevertheless, made a significant contribution in that the analysis of the duties of positions produced a rational and objective basis for personnel selection.

"Some system of continuous inspection must be instituted, preferably under a permanent and independent Civil Service Board, in order to keep the public service worthy of the duties required of it." (Recommendation of the Royal Commission of 1907, referred to in Annual Report, 1918)

Rights and Privileges of Employees

From its very beginning, the Commission has paid close attention to the concerns of employees and has always sought to ensure just and equitable treatment for all in matters related to employment. The present ombudsman role dates from the period between 1908 and 1967 when the Commission was the central personnel agency of the public service.

Avenues of redress, however, were not legally instituted until 1961. The *Civil Service Act* was amended to provide a right of appeal with respect to promotion, transfer, demotion, suspension and release. In the case of release due to involvement in political activities, employees were only granted the right to be heard.

* In this report "Public Service" refers to those departments and agencies to which the *Public Service Employment Act* of 1967 applies. Otherwise, "public service" is used.

** In this report, except where a distinction is necessary, the term department refers to departments and agencies.

As the Royal Commission on Government Organization (Glassco) pointed out, the emphasis on equity and uniformity in the application of merit which prevailed from 1918 to 1960 led to a crippling proliferation of regulations and procedures. Subsequently, the formal establishment of avenues of redress gave rise to defensive attitudes and to the development of an inflexible system which, while it served merit and the rights of employees fairly well, was detrimental to the efficiency and effectiveness of the Public Service.

Flexibility and Delegation

The three acts which came into force in March 1967 — *The Public Service Employment Act*, the *Public Service Staff Relations Act* and the amended *Financial Administration Act* — represented a significant change in direction. The recognition of the right to collective bargaining released the Commission from the responsibilities it had fulfilled in behalf of the government as employer, thus allowing it to focus its attention on the application of merit and the upholding of impartiality.

A prominent feature of the *Public Service Employment Act* is the flexibility it provides in adapting merit. Under the Act, appointments can be made through or without competition. Persons or positions may also be excluded, in whole or in part, from the application of the Act where the Commission is of the opinion that this will be in the best interests of the Public Service. The Commission is also authorized to determine selection according to merit and to delegate staffing authority to departmental deputy heads. This increased flexibility allowed the Commission to respond more effectively to personnel needs in the Public Service.

In spite of the evident progress which came about as a direct result of the Act of 1967, the Office of the Auditor General of Canada, the Special Committee on the Review of Personnel Management and the Merit Principle (D'Avignon) and the Royal Commission on Financial Management and Accountability (Lambert) pointed out the basic flaws hindering administrative efficiency and effectiveness, and weakening the accountability mechanisms in the Public Service. Reference was made as well to the tendency of central agencies to impose controls and restrictions rather than provide general guidelines. These observations formed the basis for an administrative reform of personnel management, the main aspects of which are: the streamlining of staffing regulations; the tailoring of delegation instruments to departmental needs; the clarification of the roles and responsibilities of the Treasury Board and the Public Service Commission; and the establishment of the Management Category.

Rights of Individuals and Groups

Over the last fifteen to twenty years, the Canadian people have become more demanding of the Public Service and have come to expect more from it, for two main reasons: on the one hand, people have become more aware of the bilingual character of Canadian society, of its cultural and social diversity and of the contributions which different groups and communities within it make to the collective experience; on the other hand, it has become evident that the government, and by inference the Public Service, is playing an ever-increasing role in the economic, social and cultural life of Canadians. The Canadian people have come to view the Public Service as truly their own. It must be sensitive to their needs, representative of the people it serves, open in its operations and accountable to the taxpayer.

The demand that the Public Service be representative and sensitive to the needs of the people first became evident with the growth of bilingualism and later with the implementation of equal opportunity programs. More recently, the government's Affirmative Action Program focussing on women, indigenous people and handicapped persons also raised the question of visible minorities, an indication that the concept of equal representation is developing in a way that will require the Public Service to be more representative and sensitive to the needs of individuals and groups in Canadian society.

Present and Future Challenges and Demands

The changes taking place within the Canadian society indicate that people will expect added services and that demands from underrepresented groups will continue to increase while pressures mount to reduce public spending. It follows that the Public Service will have to demonstrate an even greater capacity to adapt and redirect its activities. The process of redeploying human resources must be accelerated and made more effective if it is to keep up with changing government priorities and social needs.

Basic Principles

To meet these challenges, the Commission believes that certain fundamental principles must be respected. The public interest must remain the touchstone by which we judge decisions relating to personnel management. Merit must continue to govern staffing decisions. The impartiality of public servants and of the Public Service itself must be assured.

It is important to recall the reasons behind Parliament's decision to establish an impartial and professional public service seventy-five years ago. Under Canada's parliamentary system, the public service plays a fundamental role in helping the government and Parliament serve the best interests of the people. Public servants fulfill an essential function in the development of laws and policies and in the administration of resulting programs. Governments have a right to expect from their public servants objective information and impartial advice based on professional expertise. At the same time, citizens have the right to be confident that public servants will deliver the services provided by government in a professional and impartial manner.

The consequences of this stand for impartiality must be recognized clearly. The Commission believes that the Public Service will be able to accomplish its mission only if public servants refrain from engaging in partisan political activities. Therefore, it is essential that public servants conduct themselves in a manner compatible with the impartial nature of the Public Service.

"Open competitive examination would ... exclude the incompetent and lessen the chances of unsuitable appointments ... it would open the government service to the public ..."
(Annual Report, 1918)

Merit must continue to be the basic principle for staffing the Public Service. As was emphasized in the Commission's 1982 annual report, the public interest requires that the interpretation of this principle take into account four factors: the efficiency and effectiveness of the Public Service; sensitivity and responsiveness to the needs of the public; equality of access to Public Service jobs and of opportunity for advancement; and equitable treatment for all. Selec-

tion must also be based on an objective assessment of the personal and professional qualifications of candidates, thus making certain that only qualified persons are appointed.

Reviewing the Application of Merit

For several years the Commission has sought to increase the flexibility of the procedures through which merit is applied in the Public Service. More will have to be done in this respect over the coming years. True, some of the benefits of administrative reform are still to come and some aspects of that reform have yet to be implemented. However, it will not by itself resolve all the problems and achieve the degree of responsiveness that the Commission considers necessary.

A review of the present legislative framework shows why. The *Act* contains several prescriptive provisions that limit the application of merit. Although full use has yet to be made of the flexibility which is allowed under the *Act*, the procedural anachronisms of the present legislation do not allow the Commission to reduce staffing costs, or delays and difficulties in obtaining qualified personnel as much as it would like. One may ask whether it is appropriate to provide only one staffing system for all positions, as is the case under the present *Act*, regardless of the special requirements of various types of jobs. It should also be noted that more than seven sections of the *Act* are devoted to the competitive process. For competitions open to the public, the area of competition must be determined on the basis of the area of residence from which applicants must come. In the case of competitions open only to employees of the Public Service, the areas of competition must be determined on the basis of area of residence as above, and additionally, on the basis of that part of the Public Service, if any, and the nature of the duties and the level of positions, if, any, in which prospective candidates must be employed. Eligibility lists must be established according to a very strict procedure.

Other aspects of the present legislation can also be questioned. Should the concept of appointment to a specific position be maintained in spite of the obstacles this presents to the transfer and redeployment of employees in the Public Service and the resulting loss of efficiency and effectiveness? The experience gained since the Management Category Exclusion Approval Order was implemented may be instructive in this regard, as the Order was designed precisely to facilitate a more effective use of management personnel.

A Coordinated System

There is no doubt that personnel management in the Public Service has become more and more complex. Consider for example, avenues of redress: some come under the responsibility of the Commission, while others fall within the ambit of the Public Service Staff Relations Board, as provided for under the legislative framework of 1967. In the intervening years, two new surveillance mechanisms under the *Official Languages Act* and the *Canadian Human Rights Act* have been established. In spite of administrative arrangements to avoid overlap, the situation has become confused as several parties may be called upon to deal with the same problem, depending on the interpretation of a specific case. Given the many avenues of redress now available and the role of Public Service unions, one wonders if the traditional ombudsman role of the Commission, which dates back to a time when it had the sole responsibility for personnel management, should continue.

For many years now, the Commission has attached considerable importance to the coordination of efforts of all those involved in the various aspects of personnel management in the Public Service. The need for coordination is recognized in the agreements on roles and responsibilities with the Treasury Board of Canada and by the participation of the Commission on a number of interdepartmental committees. (See Interdepartmental Advisory Committees, page 26.) The Commission also seeks opportunities for productive dialogue with other parties, including members of Parliament, Public Service unions, and the commissioners of provincial and territorial public services. However, such consultation cannot remedy the particular structural defects, duplication and the confusion that have been described earlier.

Toward Legislative Reform

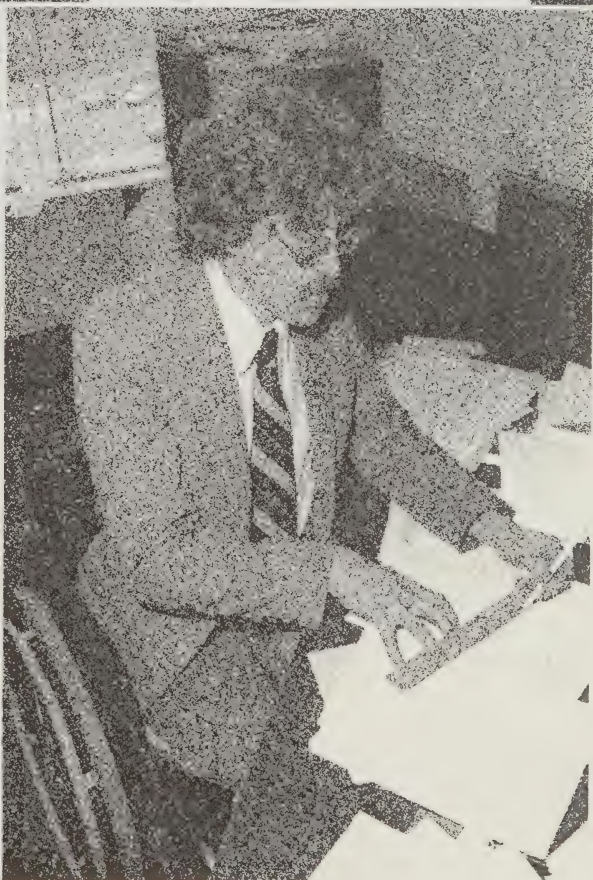
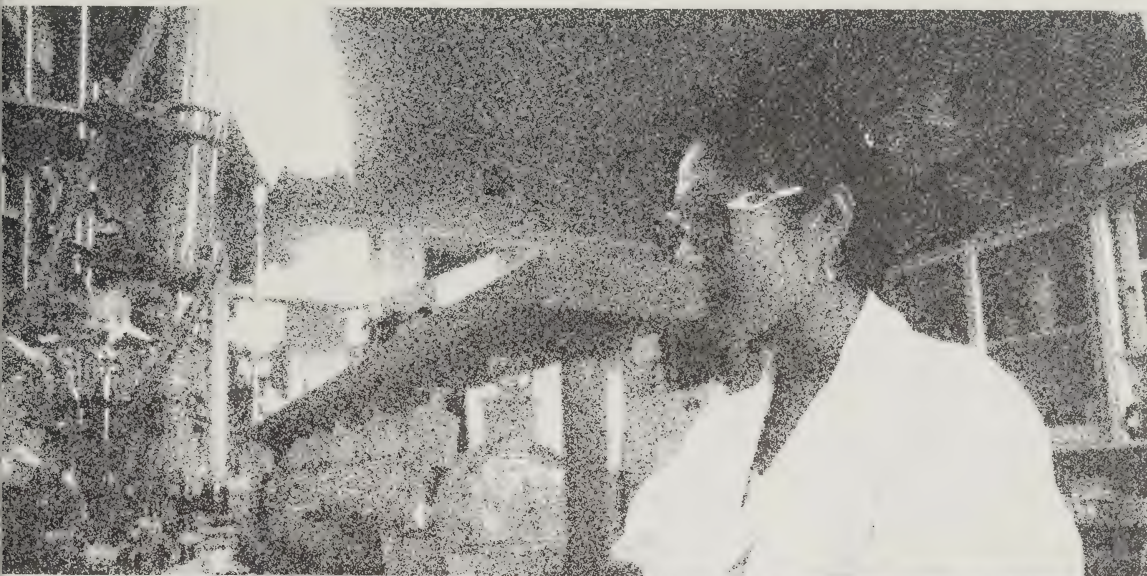
The challenges facing the Public Service require that the ability to adapt to change be enhanced without any loss in effectiveness. If this objective is to be achieved, management systems and organizational patterns must serve to reinforce positive attitudes among managers and all public servants. The administrative reform represents an important first step in that direction by emphasizing and relying on the quality of human resources in the Public Service. Nevertheless, the time is approaching when the Public Service personnel management function as a whole will have to be re-examined to bring the administrative reform to a successful conclusion and to maintain the impetus given to the management of human resources in the Public Service. Legislative changes will have to be considered.

To provide a basis for discussion on this subject, the Commission suggests that the following points be considered.

- The preamble to a new legislative framework should state the general principles of management in the Public Service as well as the ethical standards to be followed by every public servant.
- The new legislative framework should provide general guidelines rather than specific provisions which soon become outdated and then obstruct rather than aid the achievement of legislative objectives.
- The legal framework should allow for specific applications of the merit principle.
- Regulations for the application of merit should continue to remain under the regulatory authority of the Commission.
- All personnel management functions should be included in a new legislative review. In this way, the impact of specific decisions on the whole process of personnel management can be evaluated adequately; the various aspects of personnel management can be integrated properly; and the roles and responsibilities of the various agencies involved can be delineated clearly, thus strengthening accountability.

Legislative changes based upon these general principles would make it possible to continue to adapt the staffing system to the needs of the Public Service and to the expectations of the various groups in Canadian society. In the Commission's view, the ultimate purpose of legislative reform should be to establish the means of promoting excellence in the Public Service, encouraging dedication and a sense of mission among public servants generally and strengthening the mutual respect and confidence of the Canadian people and the Public Service.

Applying Merit



Promoting Underrepresented Groups

Nineteen eighty-three marked significant developments in the Public Service Commission's drive to eliminate subsisting barriers to the employment and advancement of handicapped persons, women and indigenous people and to ensure equal opportunity in the Public Service.

The government, with its announcement in June 1983 of a Public-Service-wide affirmative action program, has placed new emphasis on the development and implementation of equal opportunity measures and on strengthening the infrastructure in which these activities function.

From the inception of the affirmative action pilot project in 1980, the Commission has participated in the development of techniques which now are being implemented throughout the Public Service. It has assisted the pilot program steering committee in the development of a distinctly Canadian approach to the identification and elimination of discriminatory practices in the workplace.

The Commission views the current affirmative action program as an important step in the evolution of measures designed to ensure effective equality of opportunity rather than as a move in a new direction. The systematic process of human resource utilization and planning within the affirmative action program places special emphasis on equal opportunity measures and highlights the fact that programs and planning for underrepresented groups are central elements of effective management.

The question has often been asked, "Does affirmative action contravene merit?" It cannot be overemphasized that the affirmative action program implemented in 1983 does not conflict with merit, which requires that only qualified persons be appointed. The program is designed to eliminate unwarranted barriers to employment and to increase the participation of handicapped persons, women and indigenous people through improvements in human resource planning and management.

In addition to affirming the merit principle, the *Public Service Employment Act* specifies that in prescribing and applying selection standards, the Commission "...shall not discriminate against any person by reason of race, national or ethnic origin, colour, religion, age, sex, marital status, family status, disability or conviction for an offence for which a pardon has been granted." The obligation of the Commission not to permit the application of selection standards that would result in preferential treatment provides the most effective protection against discrimination in recruitment and selection, and guarantees equality of access to jobs in the Public Service. This is another guarantee that only qualified individuals are appointed to the Public Service.

"The examinations are open, in respect to all positions in the departments in Ottawa, to any and all residents of Canada, and, in respect to positions in a province, to any and all residents of that province. There is entire equality of opportunity."
(Annual Report, 1918)

Notwithstanding, Parliament has provided that with the approval of the Governor in Council, the Commission may exclude persons or positions, in whole or in part, from the operation of the *Act*. Thus, where the Commission judges it to be in the best interests of the Public Service, and when it is not practicable within the parameters of the *Act* to apply other measures, preferential access to employment may be granted. Exclusion Approval Orders for qualified, mentally handicapped persons; for qualified women in custodial positions with Correctional Service Canada; and for the recruitment of qualified indigenous people to developmental assignments in Indian and Northern Affairs Canada are examples where preferential measures have been used.

These measures must be treated as special and limited in coverage and duration. In the Commission's opinion, their general use would not be in the best interests of the Canadian people, the Public Service, or even the target groups in question. Selection and recruitment according to merit, as determined by the objective assessment of each individual's ability to perform the duties of the position, must remain the rule. The merit principle leaves no room for quotas, systems and general preferences. Even if quotas were permitted, sound management suggests they be avoided, for meeting quotas by any means would tend to become the manager's prime concern and the truly essential objective — that of achieving an equitable representation of well-qualified Canadians from all groups — might be set aside.

The Commission considers that numerical objectives for the increase in the representation of women in the Management Category and numerical objectives which will be developed as part of departmental human resource plans must be used only as tools for establishing employment strategies for underrepresented groups, such strategies to be implemented in full respect of the merit principle.

Measures to Ensure Equality of Opportunity

In support of the affirmative action program and in cooperation with Treasury Board Secretariat, the Commission has developed a series of special measures for handicapped persons, women and indigenous people. In addition to these initiatives, the Commission continues to direct considerable attention to its many existing equal opportunity programs in the Public Service.

Handicapped Persons

In 1981, the International Year of Disabled Persons, the Commission formalized its recruitment and referral services for handicapped persons seeking employment in the Public Service.

"The pilot project announced in December 1967 to provide for the employment in the Public Service in the Ottawa area of mentally retarded persons has been implemented." (Annual Report, 1968)

General services

The Commission carries out a number of activities under its Program of Services to Handicapped People. Regional coordinators seek out qualified, handicapped persons and enter their applications in inventories which are shared with departmental staffing officers to ensure the widest possible exposure to job opportunities.

Other on-going activities include: distributing job information and advertising in appropriate formats, providing advisory services to departments on such matters as methods of testing and the use of work-essential technical aids and conducting information sessions on the employment of handicapped persons.

Special Access

On behalf of the Treasury Board and in cooperation with its Secretariat, the Commission launched the Access Program for Handicapped People. The program, with a life span of five years, provides on-the-job training and orientation to physically handicapped persons who, though qualified in other respects, lack relevant work experience. As an incentive, the program provides person-years and salary dollars to participating departments. Participants are appointed to departments for on-the-job

training after which it is expected that they will qualify for and be offered continuing employment in the sponsoring department.

The Commission also has established a central bank of sophisticated work-related technical aids for persons participating in the Special Access Program. Among them are: a talking micro-computer used by the visually impaired; a self-elevating wheelchair that allows access to high shelves; a special split-screen television reading system; and a portable FM transmitting and receiving system that provides amplification of a speaker's voice for the hearing-impaired.

Although only a few months in operation, early results of the Special Access Program are encouraging. This year, 69 handicapped persons were employed as a result of the program and another 424 as a result of the Commission's continuing activities (table I).

Women

Although equal opportunity programs for women have met with a general measure of success, progress in certain areas such as the advancement of women to upper management levels has been limited. In these circumstances, measures were taken to increase the representation of women.

"There would be difficulties also, some of them, it is true, the result of prejudice, but none the less real, were a women to be appointed to administer an office or section of a department involving the control and direction of a number of male clerks." (Annual Report, 1909)

This year a completely new program designed to improve the representation of women in the Management Category was

introduced. At the end of 1983 women comprised 5.9 per cent of the Management Category, while they accounted for 40.6 per cent of the entire Public Service.

"It is freely admitted that there are women who have quite as good executive ability as men and who might, on the mere ground of personal qualifications, fill the higher positions in the service." (Annual Report, 1909)

Emphasis has been placed on career planning and counselling for women. A special national recruitment program was undertaken to identify women occupying executive level positions outside the federal Public Service who may be interested in opportunities in the Management Category.

These measures, combined with the continuing and new programs and activities of the Commission and departments, will be instrumental in meeting the numerical objective for the participation of women in the Management Category announced by the government in October 1983. The objective to increase the number of women in the Management Category from 217 in 1983 to 475 by 31 March 1988 can be accomplished through good management, assisted by measures such as the Women's Career Counselling and Referral Bureau, described further in this report.

Equal Opportunities

The Office of Equal Opportunities for Women, established well over a decade ago, continues to review staffing policies and procedures; design and develop programs for women; and disseminate pertinent information to women employees and applicants to the Public Service. The office continues to undertake representational and liaison functions. The range of activities carried out in 1983 includes the monitoring of

Table I

Number of appointments of handicapped persons to the Public Service by level, type of employment, and location, 1983

Level	Type of employment			Location		
	Term*	Indeterminate	Total	National Capital Region	Other	Total
Officers	80	36	116	50	66	116
Support staff	272	36	308	190	118	308
Total	352	72	424	240	184	424

*Includes appointments for terms of less than six months.

referrals from the applicant inventories ; the establishment of an inter-departmental task force on microtechnology in the workplace; and cooperation in the development of a project to determine whether or not women are arbitrarily screened out during the competitive process, and if so, at what stage. The Office of Equal Opportunities for Women also conducted numerous training and information sessions for managers and other departmental employees. Some of the topics addressed were: women and microtechnology, part-time work, career planning and introduction to computers.

Career Counselling and Referral

The Women's Career Counselling and Referral Bureau, established by the Commission in 1983, provides a career counselling service for women within the Public Service at one and two levels below the Management Category and for women at three levels below who have been identified as having high potential to reach the category. This counselling service is also extended to women holding senior positions in the private sector who are interested in a management career in the Public Service. The referral services provided complement the counselling services by referring women candidates to vacant positions at one and two levels below the Management Category; by referring women with high potential to positions in groups and levels where women traditionally have been underrepresented; and by encouraging departments to assign women as temporary replacements for managers on leave or assignments.

"By 1973, all recommendations of the Report of the Royal Commission on the Status of Women which pertained to Commission responsibilities had been implemented." (Annual Report, 1973)

Although the bureau was in full operation for only a few weeks in 1983, it counselled 177 women and referred 8 for appointment to the Management Category.

In addition, the Commission and the Treasury Board Secretariat have indicated that each session of the senior management orientation course offered by the Commission will be open to a certain number of women occupying positions one level below senior management.

Indigenous People

In the autumn of 1983 the Commission, on behalf of Treasury Board, officially launched the new National Indigenous Development Program which, together with the Northern Careers Program and the Office of Native Employment, provides a full range of activities to ensure that indigenous people have full access to Public Service jobs.

"In November 1971, the Commission announced a special program to help resolve problems relating to the employment of Native people."
(Annual Report, 1971)

Office of Native Employment

The Commission has made continuous efforts to increase managerial awareness of its guidelines and programs and the established policies of the government in support of increased participation of indigenous people. The Office of Native Employment holds sessions to inform managers and personnel officers on the best ways to implement the Commission's policies in order to support the objectives of the government concerning indigenous people, their cultures and aspirations. The Office of Native Employment assists departments in the planning of exhibits for equal opportunity days, and participates as a resource centre for information on indigenous people and work. It also advises prospective native employees on recruitment procedures, job readiness, career development, training programs and ways to maximize their Public Service career opportunities.

This year the Commission integrated the inventory of candidates of the Office of Native Employment with other inventory systems, thus increasing the opportunity for indigenous candidates to be considered for all positions for which they qualify.

Careers in the North

Since its establishment in 1974, the Northern Careers Program has attracted over 300 indigenous participants from the North. This program provides indigenous people with training and career development opportunities in order to increase their participation in departments operating in the northern parts of Canada.

At the end of 1983, there were fifty-eight participants in the program. Over the next two years, the program will be modified so that departments providing on-the-job training opportunities for participants will share equally with the Commission the cost of person-years and salaries of participants. This modification will increase the potential number of participants in the program at any one time to a maximum of ninety-one.

The Northern Careers Program is operated through offices located in Whitehorse and Yellowknife. This year the Commission received additional resources for the establishment of a third office in Frobisher Bay to improve the services provided to the eastern Arctic. This office will open in early 1984.

A National Program

The National Indigenous Development Program was launched by the Commission in 1983, in accordance with a government decision and in cooperation with the Treasury Board Secretariat and the national indigenous associations. This program responds to the long-identified shortage of indigenous people in managerial ranks and is aimed at status and non-status Indians, Métis and Inuit who aspire to and have the abilities to meet the requirements of managerial positions in the Public Service. Participants may remain in the program for approximately two years during which time, through assignments of a managerial nature, they develop the skills and qualifications required to compete successfully for management positions in the Public Service. Formal training, work assignments, counselling and career planning assistance are the main features of the program.

Black People

The Commission continues to promote the recruitment of Black Nova Scotians for Public Service jobs. This year 44 Black candidates were referred to officer-level positions in federal departments in Nova Scotia, compared to 35 in 1982. Of this number, 12 qualified. The number of Black people appointed to Public Service positions in Nova Scotia during the year was 216, compared to 175 in 1982.

"The Commission's Atlantic Regional Office established the Black Employment Program in 1973 ... to eliminate barriers to the full participation of Blacks in the Public Service." (Annual Report, 1977)

Among the activities undertaken during the year were: the publication and distribution within the Nova Scotia Black community and in departments of the first Black Employment Program brochure and poster; the publication of newsletters on career and employment opportunities; the organization and conduct of briefing sessions and workshops; and a staffing course to increase the awareness of departmental managers and equal opportunity representatives in matters of concern to the Black community; and promotional activities to enhance the recruitment of Black people.

In cooperation with the Nova Scotia Civil Service Commission, a career seminar was held for high-school teachers and guidance counsellors to provide information on the career and employment opportunities available federally and provincially. Preliminary statistical data were compiled through a departmental survey of Black public servants in Nova Scotia which will serve as a basis for future annual surveys to chart the career and employment progression of Black public servants.

In Support of Affirmative Action

As was indicated earlier, the Commission has been active from the outset in contributing to the design and development of a distinctly Canadian approach to affirmative action which emphasizes integration with the human resource planning process. In 1983, with the service-wide expansion of affirmative action, the Commission prepared and distributed a number of the tools essential to its success including availability estimates which are statistical studies designed to estimate the supply of qualified persons; statistical forecasts designed to estimate vacancy rates and the impact of vacancy rates on the representation of target group members; and data reports to help departments implement their affirmative action programs. The Commission also assists departments by developing the analytical tools necessary to ensure the success of the affirmative action program. These services continue the Commission's longstanding commitment to equal opportunities.

A Diverse Group in the Management Category

The Management Category was established in 1981 as a key component of a philosophy of management designed to improve the effectiveness of the Public Service of Canada by identifying a top management group of public servants. This year, the Management Category came a step closer to full implementation. The Treasury Board Secretariat completed conversion of management level positions to the executive group, and the senior management conversion process is now near completion. Altogether, this will bring the final number of positions in the category to slightly less than the 4,000 estimated at the outset.

"The establishment of a management category (is) an essential element in its (the Commission's) strategy to achieve high quality management in the Public Service." (Annual Report, 1980)

The Public Service Commission shares overall responsibility for the management of the category with the Treasury Board of Canada, which has the primary policy role. To ensure central agency consistency, the Senior Personnel Advisory Committee is convened monthly by the chairman of the Commission to advise on developmental and succession planning and recruitment for the uppermost echelons of the category. The committee comprises the secretary of the Treasury Board, the comptroller general of Canada, the senior adviser on personnel management in the Privy Council Office and the commissioners.

The Commission develops policies and provides services for the category through three programs: Resourcing, Interchange Canada and the Career Assignment Program.

Resourcing Program

Management Category resourcing activities are organized into five portfolios: Economic Development; Government Operations; Social Development; Business, Defence, Transport and Communications; and the External Affairs and International Programs portfolio, which was put in place in 1983.

During the year the program provided a broad range of services including recruitment, appointment, brokerage or the marketing and deployment of individuals, development of resourcing strategies, counselling, and coordination of the mandatory training courses for members of the cate-

gory. A major undertaking was the identification, assessment and implementation of resourcing strategies. Senior departmental personnel were also advised and assisted with respect to the assignment of Canadians to international organizations and foreign governments.

The Management Category Exclusion Approval Order of 1981 provides deputy heads with flexibility in the use of their management team by permitting redeployment between positions, without appeal, provided there is no change in the individual's level. Last year, about thirty per cent of all Management Category staffing actions were by intradepartmental redeployment. This administrative measure not only enables departments to respond to current demands and priorities but also provides members of the category with opportunities to broaden their management knowledge and experience.

In 1983, 1,127 appointments were made to and within the category, including 614 to the executive group and 513 to the senior management group. Of these appointments, 71 were made from outside the Public Service.

Resourcing Strategies

Resourcing strategies were established as a joint undertaking with departments. The strengths and weaknesses of management teams within a department or group of departments were reviewed and specific resourcing activities developed to respond to identified needs. Departments were asked to provide succession/replacement plans, along with a list of their employees with high potential for advancement, and plans for increasing the representation of underrepresented groups on their management teams. This service-wide human resource review and analysis resulted in the development of realistic numerical targets for the representation of women in the Management Category.

This year, a new framework was developed to put in place interdepartmental review committees to help the Commission establish individual career paths for executives and senior managers with high potential, such paths to be closely linked to the needs of the Public Service. Senior officials from departments will sit on these committees.

Brokerage

Brokerage is carried out as the first step of the resourcing process. Primarily concerned with marketing individuals to departmental managers and developing suitable terms and conditions of assignments, brokerage involves actively searching for new job openings and assignments on behalf of individuals requiring opportunities for development or other reasons. Based on the profile of a position or assignment, portfolio directors present departmental managers with names of individuals from the brokerage list who, through their work history and performance record, have demonstrated the skills required for the position or assignment. Through this approach departmental needs are met in a timely manner, while ensuring effective use of all resources of the Management Category.

International Assignments

The fifth portfolio — External Affairs and International Programs — includes the International Assignments Program which was established in 1978. This portfolio is responsible not only for staffing Management Category positions at External Affairs Canada, but also for continuing current activities aimed at improving Canadian representation at senior levels in international organizations and foreign governments. Such representation contributes to the enhancement of international relations, the transfer of knowledge and technology and the enrichment of participating individuals and organizations. Among the forty-one senior positions abroad to which Canadians were appointed in 1983 were the posts of Director, International Year for Shelter of the Homeless, in Nairobi; Director, Policy Development and External Relations for the World Food Council, in Rome; Director, External Review and Evaluation, Inter-American Development Bank, in Washington D.C.; Chief, General Administration of the International Social Security Association, in Geneva; and Head, Division of General Trade Policy and Related Issues, Organization for Economic Cooperation and Development, in Paris.

Interchange Canada Program

Integrating international assignments within the Resourcing Program enabled Interchange Canada this year to concentrate exclusively on exchanges of Public Service executives and senior managers with counterparts from the domestic private sector, the academic community and provincial and territorial governments.

Since 1971, the interchange program has promoted, planned and administered the temporary exchange of senior personnel between the Public Service and other public and private sector organizations for the purpose of developing and strengthening mutual trust and cooperation. There were 319 participants in the program in 1983.

"The interchange program between the public and private sectors began in August 1971. It fosters improved communications between the federal government and outside organisations..." (Annual Report, 1972)

"Linking Canada's New Solitudes," a study of the Interchange Canada Program published in July 1983 by the Conference Board of Canada, concludes that in so far as conflict arises from a misunderstanding of the goals, motives and pressures facing executives in the public and private sectors, a program such as Interchange Canada contributes positively to easing tensions between business and government.

Introduction of the Management Category has placed greater emphasis on the planned movement of senior personnel to improve the quality of management in the Public Service. Intra- and inter-departmental redeployment plays a major role in that regard. Greater cooperation and consultation between Interchange Canada and the Resourcing Program have also furthered this objective. In 1983, an interprogram committee was formed to review individual cases, establish joint resourcing strategies and explore ways of fostering even closer integration of the objectives of the programs.

Career Assignment Program

Established in 1968, the Career Assignment Program (CAP) has served as a stimulus for departments to identify employees with high potential at middle management levels. It has also been made available to a limited number of qualified nominees from municipal, provincial and foreign governments, the Canadian private sector and universities. The Career Assignment Program assesses the potential of candidates to perform at senior management and executive levels and offers those selected an integrated program of education, counselling and planned work assignments. The program has been successful. Over seventy per cent of graduates have entered the Management Category or equivalent levels of the Public Service.

In 1983, agreement was reached with the four western provincial and the two territorial governments to expand CAP to western Canada on an experimental basis. An operational base will be established in Edmonton early in 1984, providing more timely and effective service to federal departments and western participants. The first western management course is planned for the spring of 1985.

During the year, 34 persons entered the Career Assignment Program, bringing to 1,126 the total number of participants since it began. The program has also been successful in training and developing members of underrepresented groups, particularly women, to senior management levels. Of the 227 women now at executive and senior management levels, 38 are former CAP participants. During the past six years, women have averaged thirty-three per cent of participants in the program. For the first time, this year women accounted for the majority of new participants in one of the two CAP management courses. At year end, the program had 154 participants of whom 60 were women and 63 were francophones.

"The Career Assignment Program, after its second year of operation, is quickly becoming recognized as a major effort by the Public Service Commission and Treasury Board to groom promising public servants for top management positions." (Annual Report, 1969)

As an alternative to its own management course, CAP recognizes development programs offered in Quebec City, and in the United Kingdom, France and Belgium. Participants then begin the assignment phase of the program. Departments nominate candidates and final selection rests with a senior interdepartmental review board. In 1983, one employee was selected to attend *l'École nationale d'administration* in Paris and two management trainees from that institution were on short-term work assignments in Canada.

Staffing and Human Resource Management

Government-wide restraint measures were a major factor in staffing in 1983. Appointments dropped from 100,041 in 1982 to 86,588 in 1983, a decrease of 13.4 per cent. Of this number only 10,066 were appointments from outside the Public Service although the Commission received 70,190 job applications, not counting applications received by the Management Category Programs Branch of the Commission and Employment and Immigration Canada.

Appointments without competition rose from 19,003 in 1982 to 34,264 in 1983. This was mainly due to an increase in the number of reappointments without competition of term employees of more than six months from 2,656 in 1982 to 18,064 in 1983. These changes are the result of a new Commission policy relating to term employees which allows their reappointment to the same position without competition before the end of the employment period. Previously, such employees could not be reappointed before their term had expired and were then considered to have been appointed from outside the Public Service.

Review of the Staffing System

As part of the Commission's continuing review of the staffing system, a complete revision to clarify, simplify, and make the *Public Service Employment Regulations* easier to understand, apply and enforce, as undertaken in 1983. The proposed changes will be discussed with departmental representatives and bargaining agents during 1984.

While this review was underway, schedule 1 of the *Regulations* was amended to help Correctional Service Canada administer probation for the correctional group. In addition, section 44 will be amended early in 1984 to permit an extension of the period in which employees may appeal against release or demotion for incompetence and capacity, where there are extenuating circumstances. This should reinforce equity in staffing.

Subsection 12(2) of the *Public Service Employment Act* was amended as a result of an amendment to the *Canadian Human Rights Act*. This subsection prohibits discrimination on the grounds of race, national or ethnic origin, colour, religion, age, sex, marital status, family status, disability, or conviction for an offence for which a pardon has been granted. However, a limiting subsection, 12(2.1) was added to the *Public Service Employment Act* to allow the

application of selection standards on these grounds where they constitute *bona fide* occupational requirements of a position.

The Commission has also taken initiatives to simplify the hiring of persons for short-term employment in certain occupational categories or groups. Based on the positive experience of a pilot project launched in National Defence in 1982, the Commission obtained Governor in Council approval to grant Public Works Canada; Energy, Mines and Resources Canada; and National Defence an exclusion from the provisions of the *Act* for appointments of less than six months. This exclusion, granted at the departments' request and which will be in effect for two years, permits direct recruitment and speeds up the hiring process. It should be noted that persons hired under this exclusion order are not eligible to enter closed competitions. (See Group Exclusions, page 26.)

"The merit system ... is concerned with employment, the maintenance of an efficient personnel under the responsible ministers of the Crown so that government undertakings, whatever they may be, shall be well done, so far as loyal and competent administration is concerned."
(Annual Report, 1918)

In December 1981, the Commission offered departments increased staffing authority and the use of the Commission's Management Resources Information System (MRIS) for departmental staffing and human resources planning. To facilitate the use of this increased authority, the Commission is in the process of decentralizing terminal access to its computerized information system, thus establishing a direct link between departmental staffing and human resources planning requirements and information contained in the MRIS data bank. The Office of the Comptroller General of Canada and the Treasury Board Secretariat have been given direct access in order to assist in the management of the personnel administration and financial administration groups.

For the purpose of evaluating the benefits to departments of decentralized access, this year the Commission introduced pilot projects in Employment and Immigration Canada and National Defence. These departments were allocated an on-line link to the MRIS staffing module via video terminal. This allowed access to employee MRIS file information. It also allowed access to the MRIS human resource planning module, enabling the departments to evaluate and retrieve departmental or Public-Service-wide statistical data.

In the Commission's 1982 annual report, mention was made of the launching of a pilot project in Public Works Canada to establish a staffing system tailored to the department's needs. This project is now in the implementation phase. During 1983, Public Works instituted a system to inform employees of short- and long-term anticipated vacancies. In addition, the Commission permitted the department flexibility in establishing areas of competition and reached an agreement to improve the effectiveness and efficiency of external recruitment. The department also took steps to ensure its employees and managers are kept informed of the implementation and impact of these new measures.

Staffing Officer Development

Following the 1981 Treasury Board Secretariat's *Study Group Report on Improved Personnel Administration in the Public Service*, the Commission sought ways to contribute to the implementation of recommendations made in areas related to staffing. Thus in 1983, as a result of discussions with departments, the Commission made major changes to its training programs for staffing specialists to increase their consulting and problem-solving abilities. The outcome has been a modified training program for newly appointed staffing officers which incorporates a new professional staffing course. A new training course for experienced staffing officers has also been designed. These courses were offered four times in 1983.

Evaluation of these courses and feedback from the personnel community in general, and staffing specialists in particular, suggests that the Commission is succeeding in enhancing the professionalism and productivity of staffing officers in the Public Service.

Testing Services

Over the year, some 44,669 tests and examinations for purposes of selection and guidance were administered. The Commission has also been actively engaged in developing new types of assessment instruments for staffing, focussing mainly on the evaluation of managerial skills and abilities, as well as on the abilities required of professionals in the areas of finance and personnel. Increased use is being made of these assessment instruments not only for staffing purposes but also to assist with the selection of employees for developmental opportunities related to affirmative action, human resource planning and career management.

From 1908 to 1920, examination papers were included in the Commission's annual reports. A sampling of the questions used for recruitment is presented below.

Priority Placement

In 1983, the chairman of the Commission and the secretary of the Treasury Board wrote to deputy heads of departments to seek their cooperation in placing surplus employees. In anticipation of the impact of government restraints, the Commission also took steps to increase the effectiveness of its priority clearance system. In regions that had a heavy concentration of surplus employees in certain occupational groups, the Commission concentrated its efforts on finding assignment opportunities. Special emphasis was also placed on retraining, and the priority clearance system was used to identify positions for which surplus employees could qualify if given training.

Reorganization and decentralization in a number of departments were the main causes for the substantial increase in redeployment of staff. The 1,566 employees declared surplus in 1983 for reasons other than privatization represent an increase of seventy-five per cent over the preceding year. In table II, most of these employees appear under the heading of surplus employees for reasons of reorganization (875) and decentralization (419), for a total of 1294. The other 272 employees are integrated under lay-off, as their status change during the year. The number of employees entitled to other types of priorities has also increased.

In 1983, a total of 39,327 clearances for indeterminate positions were issued to departments, a decrease of 14,590 when compared with 53,917 in 1982.

Spelling

- Copy the following, correcting the errors in spelling:

He was a man of grate forse of charactar, unflinching currage, much worldly shreudness, with a business fakulty almost amounting to genius. At one perriod, his time was ingrossed buy cevere and continuous labor, occasioned by the organising and kondukting of his noomerous manufactories, sumtimes from fore in the morning till nine at knight.

English Grammar

- Give the comparative and superlative of *remote, balmy, sad, cruel, singular, nigh*.
- Show in what respect the following sentences are incorrect and correct them:
 - Some men are so obtuse that they know scarcely that temperance is a virtue.
 - He asked me what is the cause of the leaves curling.
 - Of all other crimes, wilful murder is the most atrocious.
- Parse the following sentence: The march of the Greeks was through an uncultivated country, where savage inhabitants fared hardly, having no other riches than a breed of lean sheep, whose flesh was rank and unsavoury, by reason of their continual feeding upon sea-fish.

English Composition

- Write a letter to a friend, selecting one of the following subjects. The letter should contain not less than 250 words.
 - The Resources of Canada.
 - The Aeroplane in War.
 - Food Control in Canada to Win the War.
 - Christmas in a Canadian Home.

Arithmetic

- A grocer bought 20 cases of eggs, each containing 30 dozen, at 27 cents a dozen. He paid 19 cents a case to have the eggs shipped to him. He sold them at a total gain of \$23.00. What price per dozen did he charge, if there were a dozen unsaleable eggs in each case?
- The exports of Canadian produce for May, 1915, and May, 1916, are given in the table below.

Canadian Produce	May, 1915	May, 1916
Animal Produce	\$ 76,033,299	\$107,482,272
Agricultural Products	135,374,932	299,035,751
The Mine	52,604,187	68,727,974
The Fisheries	19,953,656	23,103,465
The Forest	42,896,032	52,316,834
Manufactures	104,589,832	261,999,746
Miscellaneous	980,567	7,917,394

- What was the total for May, 1915?
- What was the total for May, 1916?
- By how much did the total for May, 1916, exceed the total for May, 1915?

Geography

- Name two or more cities or towns in Ontario where the manufacture of each of the following is an important industry: Furniture, Pianos, Electrical Machinery, Farm Implements, Steel Bridges, Locomotives, Railway Cars, Automobiles, Carriages, Bicycles, Stoves, Flour, Oatmeal, Canned Foods, Cured-Meats, Cottons, Woollen Goods, Rubber Goods, Boots and Shoes, Salt.

Explain

- Why Port Arthur and Fort William need such large grain elevators as they have.
- Why Edmonton is the centre of a large fur trade.
- Why Prince Albert holds a leading place in the production of lumber in the Province of Saskatchewan.
- Why Dawson City has twenty hours of sunshine a day in June.

Economics

- Explain the following terms: Value, capital, seigniorage, Gresham's Law, clearing-house, legal tender, incidence of taxation.
- What are the chief causes of the recent rise in prices?

History

- Write brief notes upon any five of the following: Isaac Jogues, Dulac des Ormeaux, De Courcelles, Bigot, Father Hennepin, Governor Simcoe, Lord Selkirk, Wolfred Nelson, Joseph Howe, Cecil Rhodes, Lord Salisbury and Sir Walter Raleigh.

English Literature

In the case of each of the following works, name the author and mention one other work, either prose or poetry, by the same author: *The Two Dogs*, *Heroes and Hero-Worship*, *Pendennis*, *Nicholas Nickleby*, *Romola*, *King's Own*, *The Cloister and the Hearth*, *The Deserted Merchant*, *Plain Tales from the Hills*.

Translation (into French)

"I have now described my first loves, my happiness and my misery, and my first journey into Italy. Since that time, Italy became my own country, or, at least, the country of my affections. But my life was about to change entirely."

Philosophy

Logic

- What is reasoning? What is a Syllogism? What are the rules of the Syllogism?
- What is Evidence? and show that Historical Evidence gives moral certitude.

Metaphysics

- What are the psychological features of creative imagination?
- Discuss the statements:
 - Imagination has its place in scientific method.
 - Much of the wrong-doing of the world is due to lack of imagination.
- Discuss: "Instinct is the voice of past generations reverberating like a distant echo in the cells of the nervous system."

Morals

- Explain the nature of evil.
- Show that the ultimate end of Man is happiness, and that he cannot attain this happiness on earth.
- Prove that marriage is by its nature indissoluble.

he efforts made in 1983 resulted in the placement of 1,839 persons entitled to a priority, an increase of sixty per cent over the figures for 1982.

Post-Secondary Recruitment

The annual recruitment campaign for foreign service officers was cancelled for the first time as a result of the small number of available positions. There was also a significant decrease in the number of appointments in auditing, accounting and pure and applied sciences.

During the year, the Commission received 9,821 applications from university graduates, a 62.7 per cent increase over those received in 1982. Appointments dropped from 909 in 1982, to 522 in 1983, a decrease of 42.6 per cent. Of those appointed in 1983, 29.7 per cent were francophones and 42.1 per cent, women.

The departments of the Secretary of State, Justice, Agriculture, Insurance, Environment, National Defence, Veterans Affairs, Health and Welfare, and Transport have been delegated authority to recruit graduates for certain occupational groups. These departments appointed 195 graduates to positions in translation, law, agriculture, veterinary science, actuarial science, meteorology, defence science, nursing and air traffic control.

Applications from community college and CEGEP graduates decreased, partly because of reduced on-campus recruitment activities. Applications were solicited only when positions became available. In 1983, 802 applications were received, compared to 3,515 in 1982, a decrease of 77.2 per cent.

Community college and CEGEP graduate appointments dropped by 66.7 per cent. Of the 110 community college and CEGEP graduates hired, 17.3 per cent were francophones and 39.1 per cent, women.

For the second consecutive year, the number of applicants for career-related positions increased dramatically. The number of post-secondary students applying to the Career-Oriented Summer Employment Programs (COSEP) rose to 62,028, an increase of 41.3 per cent over the 43,906 in 1982. Special funding under the Summer Canada Student Employment Program accounted for 3,695 of the 6,355 career-related positions filled under COSEP. This represents an increase over last year of 35.5 per cent in funded positions. The Summer Student Customs Officer Program accounted for 447 of the COSEP positions, an increase of 17.3 per cent. The Commission entered into a task-sharing agreement with Employment and Immigration Canada for the Student Placement Officer Program through which post-secondary students are selected to work in employment centres for students. This year, 1,233 of these positions were filled. The remaining 980 COSEP positions were those regularly budgeted for by departments.

Of the total 6,355 post-secondary students appointed through COSEP in 1983, 1,835 or 28.9 per cent were francophones and 3,137 or 49.4 per cent, women.

In 1983, the Public Service was again the major employer of students enrolled in cooperative education programs at post-secondary institutions across Canada. However, restraint measures were responsible for a decrease of 14.2 per cent in the total number of appointments. Of the 967 CO-OP students appointed in 1983, 241 or 24.9 per cent were francophones and 289 or 29.9 per cent, women.

Table II
Number of employees entitled to priority status, by reason, 1983

Reason	Right to Priority		Total
	Exercised	Not Exercised	
Leave of absence—returnees or replacements	347	36	383
Ministerial staff	13	3	16
Ly-offs			
• Reorganization	258	67	325
• Privatization	147	496	643
• Decentralization	107	46	153
Surplus			
• Reorganization	800	75	875
• Privatization	3	2	5
• Decentralization	379	40	419
Unsuccessful language training	25	3	28
First statement	114	9	123
Relocation of spouse	405	20	425
Total	2,598	797	3,395

Administrative Trainee Program

In 1983, 93 administrative trainees were appointed of which 57 were recruited upon graduation from university and 36 selected through departmental competitions. The 93 appointments represent a substantial decrease, from 183 such appointments in 1982 and 217 in 1981.

National Applicant Inventory System

In October 1983, the Commission implemented the computerized National Applicant Inventory System in five of its regional staffing offices. The other two regional offices are scheduled to go on line early in 1984. With the implementation of this system, the Commission has at its disposal a sophisticated human resources management tool that will enhance its role in providing a professional recruitment and referral service.

This Canada-wide service will give staffing officers direct access to files on more than 20,000 applicants across the country. As for the Canadian public, a direct benefit of the system is that persons seeking federal Public Service jobs in any part of the country need only apply once to any of the Commission's offices. Thus, the system supports in a very practical way the intent of the *Canadian Charter of Rights and Freedoms* with respect to employment mobility.

Recruitment Advertising

It was still difficult to recruit specialists such as research scientists with a high level of expertise in areas such as marine biology, permafrost physics and electronic engineering. To reach these specialists, greater use is now being made of professional and technical journals, association newsletters and bulletins. Usually the cost of this type of advertising is considerably less than that of traditional newspaper advertising.

Human Resource Planning

A major effort was made during the year to develop support for strategic human resource planning in departments. The Commission evaluates the human resource management objectives of departments and provides advice and assistance on how these objectives may be achieved.

Jointly with the Treasury Board Secretariat, the Commission has designed modules for a new training program for human resource planning officers. In addition, the Commission is fostering a network of human resource planners for the exchange of information and for upgrading the skills and competence of practitioners in the specialty. Three workshops were conducted during the year.

Other activities include the co-sponsoring with Treasury Board Secretariat of a business meeting and seminar focussing on the integration of human resource with strategic and operational planning, and the production of a glossary of standard human resource planning terms and definitions to be included in the next edition of the Public Service personnel administration lexicon. A handbook on human resource planning processes and techniques is being compiled, and a quarterly newsletter is being produced on behalf of the interdepartmental human resource planning committee.

Throughout the year, the Commission has worked extensively with departments on data analysis and the presentation of statistical information in order to identify and solve problems and to develop policies with regard to human resource planning. Much of this work involved the use of computerized forecasting models, some specifically designed for projections on affirmative action programs.

Other measures include the development of a new system containing data on the entire population covered by the *Public Service Employment Act*. This system, presently being tested, will provide quarterly updates on significant characteristics of the Public Service work force.

Official Languages

In the past year the Commission implemented two new measures to facilitate the staffing of bilingual positions. One authorizes selection boards to assess the second language proficiency of candidates recruited from outside the Public Service to fill bilingual positions for a period of less than six months. The other extends the Language Knowledge Examination (LKE) validity period to three years for bilingual employees not trained at public expense. The Commission also is studying the possibility of extending the LKE validity period for employees trained at public expense.

"All examinations under this Act shall be held in the English or French language, at the option of the candidate." (Civil Service Act, 1908)

Throughout 1983 the Commission continued to revise its second language tests to improve their relevance for assessing communication skills in the workplace. After the revision phase, the new tests will undergo a series of validation studies. Information sessions for managers and employees, and training sessions for language assessors will also be held. It is expected that the new tests be implemented in the fall of 1984.

The Commission has also evaluated the measures implemented in 1982 to expedite assessment of the second language learning abilities of candidates to be appointed to bilingual positions. This study revealed that in approximately fifty per cent of all cases, the new measures significantly reduced delays related to this phase of the staffing process. (See *The Guidance Process*, page 36.)

"No appointment ... shall be made to a local position within a province ... unless the candidate or employee has qualified ... in the knowledge and use of the language of the majority of the persons with which he is required to do business." (Civil Service Act, 1938)

In 1983, 59,491 anglophones and 26,381 francophones were appointed to and within the Public Service. The proportion of francophones appointed rose by 2 per cent despite an overall decline in appointments. The effects of this increase were felt primarily in the National Capital Region, New Brunswick and to a lesser extent in Prince Edward Island. At the end of 1983, francophones accounted for 27.4 per cent of all employees in the Public Service.

Anglophone representation in Quebec showed a slight decline in 1983 although it stabilized itself in the latter part of the year. The situation is being closely watched by the Treasury Board Secretariat and the Commission who have spared no effort in bringing this matter to the attention of managers and personnel recruitment officers.

There continues to be a lower representation of francophones in the Management, Scientific and Professional, and Technical Categories than in the Public Service as a whole. However, some slight gains have been made in each of these categories. (See table 13, page 70).

The proportion of persons appointed to bilingual positions for an indeterminate period who met the second language requirements continued to increase: 81.8 per cent met second language requirements at the time of appointment and the proportion of persons appointed requiring language training declined by almost 2 per cent.

The number of appointments to bilingual positions declined from 20,116 in 1982 to 17,912 in 1983. In 1983, imperative staffing was used for 35.7 per cent of appointments.

to indeterminate bilingual positions, compared to 29.1 in 1982. This reflects a gradual return to the full application of the merit principle with respect to language.

Taking only the number of appointments resulting from non-imperative staffing actions, the volume has declined from 9,938 in 1982 to 7,442 in 1983. Anglophones continue to represent the vast majority of persons appointed to bilingual positions through exclusion or exemption in a non-imperative staffing process.

The Commission and departments administered 18,400 language assessment tests for employees and candidates for bilingual positions.

The Commission processed forty-seven requests for exclusion from meeting the language requirements of bilingual positions staffed non-imperatively on compassionate grounds. Thirty-eight were approved.

In addition, 155 public servants requested extension of the exemption period for meeting the language requirements of their positions. The Commission granted 121 of these requests.

Other Activities

Delegation of Staffing Authority*

During 1983, new delegation arrangements were established and a comprehensive review of departments previously delegated staffing authority was carried out.

The Ministry of State for Social Development, the Foreign Investment Review Agency and the Canadian Human Rights Commission were delegated staffing authority for the first time.

Nine departments, shown in list A, received new delegation instruments. Of these, three were allowed special provisions to tailor their authority to meet particular departmental needs.

List A

Delegation under the new framework

Justice

Continued authority on behalf of the Public Service Commission to recruit lawyers both for departmental needs and for referrals to positions within the law group in other departments, and a special provision to determine whether certain appointments of lawyers to reclassified positions, previously requiring Commission approval, can be made without competition
1983-02-10

Ministry of State for Social Development
1983-02-22

Foreign Investment Review Agency
1983-04-01

National Defence

Continued authority to recruit defence research scientists, language teachers and university teachers
1983-07-01

Canadian Grain Commission
Special provisions to recruit primary products inspectors
1983-08-22

Agriculture Canada

Continued authority to recruit agricultural officers, veterinarians, research scientists and primary products inspectors
1983-09-01

National Museums of Canada
1983-11-01

Employment and Immigration Canada
1983-12-30

Canadian Human Rights Commission
1983-12-22

During 1983 additional authority for staffing senior levels was delegated to one department. This authority was offered in 1981 to most deputy heads by means of a general revision to all delegated authority. List B shows the department receiving authority and the effective date.

List B

Delegation of authority for senior levels

National Museums of Canada
1983-11-01

Employment and Immigration Canada was delegated authority to recruit and refer students from outside the Public Service for selection and appointment by departments with delegated authority. List C specifies the authority and the relevant effective dates of the special instruments for this purpose.

List C

Delegation of recruitment and referral authority to Employment and Immigration Canada

For appointments to departments of secondary and post-secondary students for federal internships, funded by the Summer Canada Program and staffed in accordance with the provisions of the Career-Oriented Summer Employment Programs (COSEP) for which the Treasury Board annually authorizes rates of pay
1983-02-01

For appointments to departments of post-secondary students for all Career-Oriented Summer Employment Programs (COSEP) for which the Treasury Board annually authorizes rates of pay
1983-11-01

* Subsection 6(1) of the *Public Service Employment Act* provides for delegation of staffing authority to deputy heads, subject to terms and conditions established by the Commission.

Interdepartmental Advisory Committees

Over the years, the Commission has worked to ensure that wherever possible its efforts are dovetailed into the overall management framework of the Public Service. To that effect it has established two interdepartmental advisory committees:

- the Joint Consultation Committee which provides a forum for discussions among Commission and departmental representatives and Public Service bargaining agents on matters of commons concern, and for the exchange of information and views; and
- the Senior Personnel Advisory Committee which advises the chairman and commissioners on the recruitment, deployment and development of managers at the higher levels of the Management Category.

Other interdepartmental committees on which the Commission serves are listed below.

- The Advisory Committee on Post-Employment Activities Guidelines assists public servants appointed under the *Public Service Employment Act* in interpreting post-employment activities guidelines.
- The Advisory Council on Personnel Policy provides a forum for the exchange of information among the central agencies and departmental management on the development of personnel policies and programs.
- The Committee of Senior Officials is a senior coordinating and advisory committee dealing with the management of senior appointments and significant personnel management policy issues.
- The Staff Training Council advises on Public Service training and developmental needs, policies and programs.
- The Treasury Board Secretariat Advisory Committee advises the Secretary of the Treasury Board on administrative and financial management and personnel policy issues.

Exclusions

Group Exclusions

Section 39 of the *Public Service Employment Act* authorizes the Commission to exclude from the provisions of the *Act* any position, individual or class of positions or individuals, in any case where it is neither practicable nor in the best interests of the Public Service to apply the *Act* or any of its provisions. Any decision of this type, or revocation, must be approved by the Governor in Council. The following exclusions were made in 1983 in accordance with the provisions of section 39.

- Order-in-Council No. 1007, effective 31 March 1983

The Commission excluded from the provisions of the *Act* all persons employed for a specified period of not more than twelve months during the period 1 April 1983 and 31 March 1984 in the Civilian Temporary Employment Program at National Defence. This order was taken in accordance with the federal government's job creation initiatives for the hiring of a number of persons for term employment during fiscal year 1983/84. By the end of 1983, 3,807 persons had been hired under this order.

- Order-in-Council No. 1008, effective 31 March 1983

The Commission excluded from the provisions of the *Act* certain positions such as that of research assistant at the Canadian Military Colleges of National Defence and all appointees to such positions on or after 1 April 1983. Due to the constant changes of professional requirements for research assistants, it is not possible to identify either job descriptions or specific project positions, hence, this exclusion approval order to facilitate hiring.

- Order-in-Council No. 1009, effective 31 March 1983

The Commission excluded from the provisions of the *Act* all persons who are appointed for a specific period of less than six months in Public Works Canada, in the Technical, Operational and Administrative Support Categories, and the architecture and town planning and engineering and land survey groups of the Scientific and Professional Category, in the period between 1 April 1983 and 31 March 1985. This order was in answer to specific departmental needs to complete special projects of limited duration, to deal with unusually heavy workloads, and to handle short-term emergency situations.

- Order-in-Council No. 1478, effective 19 May 1983

The Commission excluded from subsection 12(2) of the *Act* relating to race discrimination, twelve positions in the welfare programs group of the Administrative and Foreign Service Category at Correctional Service Canada, in order to facilitate the appointment of indigenous persons to those positions for a two-year period.

- Order-in-Council No. 2620, effective 24 August 1983

The Commission excluded from paragraph 21(b) of the *Act* relating to appeals, certain persons who would otherwise have the right of appeal, and from subsections 29(3), 30(1) and (2) and 37(3) and (4) of the *Act* relating to priority appointments the positions to which 142 persons who have been employed for five years or more will be appointed without competition for an indeterminate period.

- Order-in-Council No. 3031, effective 29 September 1983

The Commission excluded for a period of one year, forty positions in the correctional group of the Operational Category at Correctional Service Canada, from the requirements of subsection 12(2) of the *Act* relating to sex discrimination, permitting those positions to be filled by women under a special program aimed at reducing disadvantages experienced by women with respect to employment as correctional officers.

- Order-in-Council No. 4096, effective 22 December 1983

The Commission excluded from the provisions of the *Act* all persons who are appointed for a specified period of less than six months in National Defence in the period between 1 January 1984 and 31 December 1985.

- Order-in-Council No. 4097, effective 22 December 1983

The Commission excluded from the provisions of the *Act* all persons who are appointed for a specified period of less than six months in Energy, Mines and Resources Canada, in the general labour and trades group of the Operational Category within the Surveys and Mapping Branch Annual Field Party program, in the period between 1 January 1984 and 31 December 1985.

Personal Exclusions

In addition to the previous exclusions, nineteen persons were excluded from the *Act* for appointment to Public Service positions for the period specified in the respective exclusion approval orders. An exclusion approval is automatically revoked when the person is appointed to another position whether or not under the *Act*.

Order-in-Council Number	Duration	Name	Title
71	1983-01-12/1984-01-12	de Montigny Marchand	Deputy Minister (Foreign Policy), External Affairs Canada
73	1983-01-12/1984-01-12	Robert Johnstone	Deputy Minister (International Trade) and Coordinator for International Economic Relations, External Affairs Canada
75	1983-01-12/1984-01-12	Gordon Ritchie	Associate Deputy Minister Department of Industry, Trade and Commerce and Regional Economic Expansion
88	1983-03-01/06-30	Ian C. Clark	Special Adviser to the Deputy Minister of Communications on Heritage Policy
90*	1983-03-17	Joan Regalbuto	Administrative Officer, Public Service Commission of Canada
914	1983-05-13/1984-05-09	Douglas Love	Federal Economic Development Coordinator
916	1983-05-13/1984-04-29	Bruce Rawson	Federal Economic Development Coordinator
961	1983-04-21/1984-04-21	Bernard Drabble	Associate Deputy Minister of Finance
963	1983-05-02/1984-05-02	Patrick Reid	Commissioner General of Expo '86
955	1983-07-01/1984-07-01	Jaffrey Wilkins	Associate Deputy Minister Transport Canada
957	1983-08-01/1984-08-01	Maureen Law	Associate Deputy Minister Health and Welfare Canada
982*	1983-07-14	Mary Elizabeth Day	Clerk, National Defence
986*	1983-07-27	Suzanne Léveillé	Program Officer, Revenue Canada (Customs and Excise)

Order-in-Council Number	Duration	Name	Title
2452	1983-08-07 / 1984-08-07	Paul Labbé	Executive Director, Canadian Industrial Renewal Board
2454	1983-08-07 / 1984-09-01	Thomas Darcy Finn	Head, Planning and Transition Group for the Establishment of a Security Intelligence Agency
2562	1983-09-01 / 1984-09-01	Sylvia Ostry	Special Adviser, Privy Council Office
3256	1983-10-01 / 1984-01-01	Donald D. Tansley	Special Adviser to the Deputy Minister, Fisheries and Oceans Canada
3480	1984-01-02 / 31	Robert Johnstone	Special Adviser to the Under-Secretary of State for External Affairs
3483	1984-01-02 / 1985-01-02	Sylvia Ostry	Deputy Minister (International Trade) and Coordinator for International Economic Relations, External Affairs Canada

* Order taken as a corrective action to an administrative error and allowing the Commission to appoint the employee without competition and without granting appeal rights.

Leave of Absence for Political Partisanship

Under section 32 of the *Act*, a public servant seeking to be a candidate in a federal, provincial or territorial election must apply to the Commission for a leave of absence without pay. The Commission may grant the leave if, after consultation with the deputy head, it is convinced that "the usefulness to the Public Service of the employee in the position he then occupies would not be impaired by reason of his having been a candidate for election."

In 1983, the Commission received three requests for leave under section 32 of the *Act*, all from prospective candidates in provincial elections. The three requests were granted; however, one applicant from Indian and Northern Affairs Canada subsequently withdrew his request.

The other two were from External Affairs Canada and Correctional Service Canada.

Revocation of Appointments

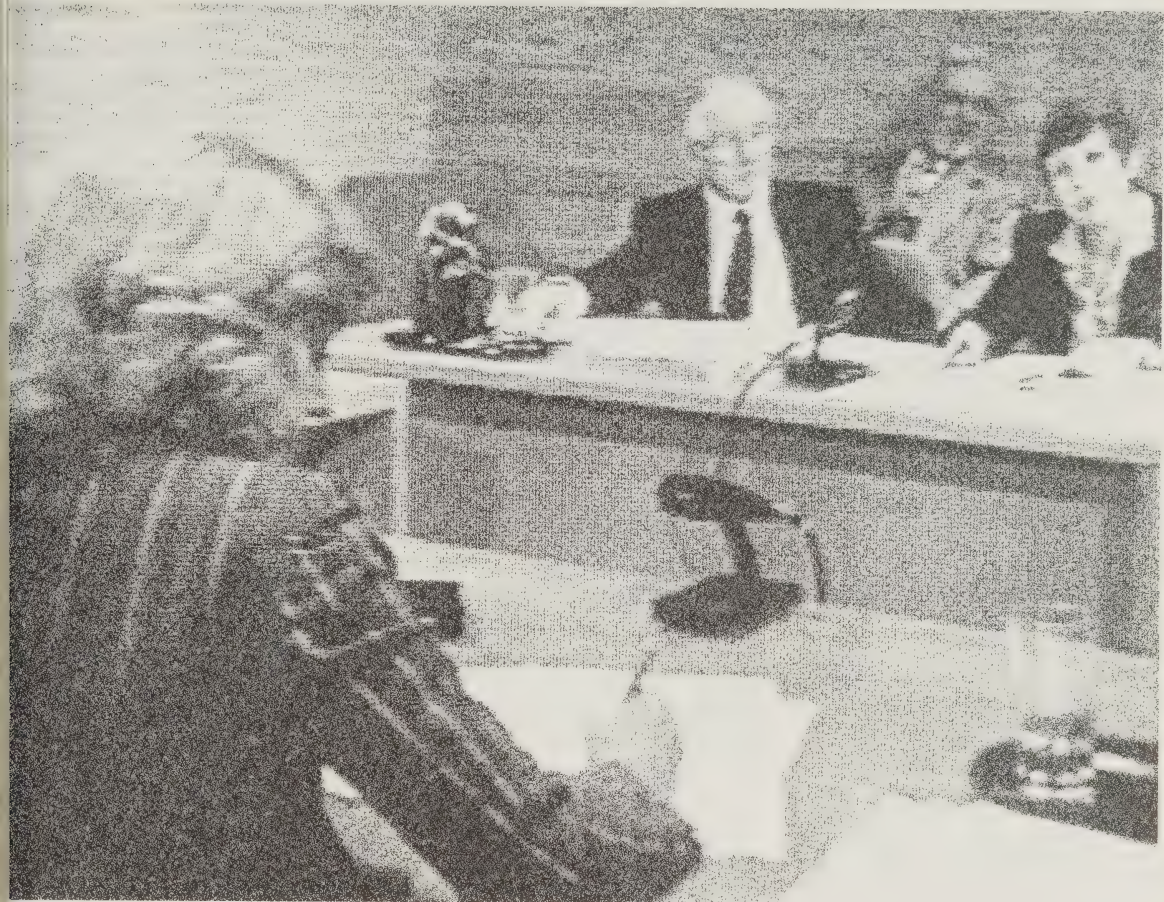
Revocation of appointments can occur under the *Act*:

- under section 6 — if the appointment was made under delegated authority and the Commission is of the opinion that the person appointed does not possess the necessary qualifications to perform the duties of the position, or if the appointment contravened the terms and conditions under which the department received its authority. However, if the appointment was from within the Public Service a board of inquiry would be charged with recommending the revocation;

- under section 21 — if an appeal against an appointment has been allowed;
- under section 41 — if following an investigation a public servant is found to have been involved in a fraudulent practice.

In 1983, seven appointments were revoked, six under section 6 and one under section 21 of the *Act*.

Protecting Merit



The Widening Scope of Audits

In 1983, the Public Service Commission replaced its staffing audits and reviews with personnel audits and reviews, integrating additional areas such as staff relations, classification, official languages and compensation. It carries out audits in these areas on behalf of the Treasury Board of Canada by virtue of the agreements reached between the two agencies on their respective roles and responsibilities in personnel management. While reducing the number of audits conducted in departments, this integrated approach helps to improve the quality of audit activities and provides for a review of all the objectives of human resource management. Four personnel audits and reviews, nine staffing audits and reviews, eight post-audits and five special studies were conducted. The Delegation Advisory Committee met six times during the year.

Because of the increasing awareness of staffing as an integral part of the personnel management system, departments now have a clearer concept of merit — its various aspects and the conditions by which it is governed. This is reflected in the quality of departmental audit reports. Nevertheless, in a general sense, control mechanisms are not sufficiently developed and the results of this have been felt over the past year. Though there have been some activities in this area, efforts were not sustained and were at best piecemeal. Effective monitoring programs have neither been developed nor applied. Certain problems, hereunder presented in order of significance, continue to exist.

- Selection tools and techniques as well as the quality of files should be improved. Documentation is of uneven value, whereas tools and techniques are used too uniformly. The opposite would be desirable: documents of consistent quality and tools and techniques suited to the situation.
- Equal opportunity programs have not been well integrated with other departmental personnel management activities. Efforts are haphazard and are often so poorly coordinated that they are only tenuously linked to established objectives.

- The departments continue to make extensive use of temporary help agencies. Although policies have been spelled out, control mechanisms are too weak to prevent irresponsible management practices and administrative favouritism. In some departments, "the agency to term-appointment to indeterminate-appointment" chain has been identified. This questionable practice is the cause of some concern to both the Secretariat of the Treasury Board of Canada and the Commission who have a watchdog role in this area.
- Employer-employee relationships between managers and individuals hired on personal service contracts continue to develop. Departmental personnel directorates and legal services are not sufficiently consulted. Improvements should be made in this regard.

(Note that audits related to the use of temporary help agencies and personal service contracts are conducted on behalf of the Treasury Board.)

From another perspective, the combined efforts of the Commission and departments to increase flexibility in the management of acting appointments and consecutive appointments for a specified period have produced positive results and have highlighted management's role in the area of staffing.

The concerted approach to audit represented by the new personnel audits and reviews is a direct result of the emphasis on management accountability. The Commission will audit the five major management functions: policy development, planning, communication, control, and organization and resourcing. More complete tools than those previously used have therefore been designed; the audit services of the Commission have been reorganized; additional staff has been hired and trained to perform new duties.

This activity also results from the sharing of responsibilities between the Treasury Board and the Commission. The increased involvement of the Commission in personnel audit, together with the new audit methodology, will ensure more open and productive discussions between the Commission and departments.

Historical Review

- 1968 — A plan for monitoring staffing actions is approved and implementation begins.**
- 1976 — The system for auditing staffing under delegated authority is revised to provide an overall view of staffing operations in each department. The Audit Branch is established.**
- 1978 — The Commission changes its approach to auditing. The new concept emphasizes accountability for the management of the staffing function.**

Adapting its role as guardian of the merit principle to today's realities, the Commission is at the end of an era in which the emphasis was on monitoring the uniform, rigid and fastidious application of procedures. Emphasis is now placed on how managers fulfil their responsibilities, given existing management systems.

New working tools related to the audit of classification, compensation, staff relations and official languages have been added to the modified staffing audit tools, not to mention those associated with temporary help agencies and personal service contracts. Information kits will keep auditors informed of the latest developments in any given field. The guidelines developed in 1982 were implemented for the first time this year, the revised and compiled in cooperation with the Office of the Comptroller General and the Treasury Board Secretariat, among others.

In future, when making its decisions, the Delegation Advisory Committee will give greater consideration to audit findings, current instruments of delegation and required changes.

Integrating staffing audits with audits in other areas of personnel will give senior departmental officers an overall view of the responsibilities in human resource management which will lead to the improvement of existing mechanisms of accountability and the development of others. Managers will thus get a clearer, if not complete picture of the quality of their personnel management, thereby indicating a course of action for the future.

In 1983, personnel audits and reviews were conducted at Fisheries and Oceans, Environment Canada, the Canadian Transport Commission and the National Energy Board. While it is still too early to draw any definitive conclusions, the consensus is that the audit function is heading in the right direction.

The emphasis on management audits; the widening scope of audits; more frequent and more direct communication among the parties involved; the possibility of service-wide sectoral audits — these are all factors which, with the increased competence of departmental audit teams and the multiple use of the information gathered, suggest that the future should be viewed with optimism.

Appeals and Internal Review Strategy

This year the Public Service Commission embarked on a new strategy to meet standards of reasonable service in redress in the Public Service. This strategy has two inter-related goals. The first seeks to place the primary responsibility for equity where it belongs — in departments. The Commission is conducting a series of information sessions to help departments meet this obligation.

The second is the implementation of a procedure for full disclosure of the facts in appeal cases and an accelerated resolution of complaints. The Commission is of the opinion that a number of the cases presented before its appeal boards might not have required as lengthy a hearing had there been full disclosure of the facts at the departmental level. The new procedure for full disclosure will minimize the adversarial climate between disputing parties, as well as with union representatives. This procedure, which it is hoped will be implemented service-wide, is being tested in a federal department in Quebec with good results.

During the year a number of complaints have been settled without investigation and with a minimum of delay, through discussion between the parties involved and an officer of the Commission. Plans have been made to extend the application of this procedure on a selective basis.

The Commission is confident that this new strategy will reduce the number of formal complaints and appeals brought before it, and the time and cost involved in dealing with redress in the Public Service.

Appeals

The criteria for establishing appeal boards and the procedure for handling documents intended as appeals were clarified this year. These measures should ensure that appeals are dealt with fairly and that appeal boards are established where circumstances warrant.

The number of appeals decreased from 2,885 in 1982 to 2,400 in 1983, so has the number of appealable selection processes, from 20,313 in 1982 to 15,275 in 1983. The percentage of selection processes against which appeals were lodged increased by 1.0 per cent. The number of appealable selection processes actually appealed in 1983

were 1,163 or 7.6 per cent. In 1982, 1,342 processes or 6.6 per cent had actually been appealed. Although the number of appealable selection processes decreased by 24.8 per cent, the number of appeals decreased by only 16.8 per cent. This would seem to indicate that because of the decrease in promotion opportunities, employees are more ready to contest the selections that are made or proposed.

Historical Review

- 1938 — The first appeal on promotion is heard by the Commission, and the next year formal procedures are established.**
- 1953 — The right of appeal is introduced into the Regulations under the Civil Service Act.**
- 1961 — The new Civil Service Act confers on civil servants a right of appeal against a number of administrative actions which affect employment.**
- 1967 — Prior to this date, appeal boards could only make recommendations to the Commission. Under the Act of 1967, appeal board decisions are final and binding on both the parties and the Commission.**

Of the 2,400 appeals dealt with in 1983, 2,331 were against selection processes under section 21 of the *Public Service Employment Act*, and 69 were against recommendations to demote or release employees under section 31 of the *Act*.

The number of appeal board decisions rendered this year decreased by 26.5 per cent — 1,030 in 1983 compared to 1,402 in 1982. Of the 1,030 decisions, 749 or 72.7 per cent were rendered within ten working days of the appeal hearing.

A judgement of the Supreme Court of Canada and two appeal board decisions are summarized below.

Supreme Court Judgement

Evans v. Public Service Commission Appeal Board (File 16670)

Evans appealed to the Supreme Court of Canada the judgement of the Federal Court of Appeal which had upheld the Commission's appeal board decision that he had not been improperly assessed by the selection board which had denied him a promotion to a senior correctional officer position.

The Supreme Court agreed that the selection board did not have to hear Evans or inquire into the truth of the parliamentary subcommittee statement to the effect that Evans had precipitated a prison riot, which statement served as the basis of the Commissioner of Corrections' restriction that Evans was not to be employed in an institution or have contact with inmates. The Supreme Court considered that the selection board is not a tribunal equipped for inquiry; its function is to assess the merit or intrinsic qualities of each candidate by applying a uniform standard of tests or yardsticks; in doing so, it should not concern itself with man-made restrictions or limitations, which by themselves have nothing to do with the worthiness of the candidate for appointment.

In the opinion of the Supreme Court, the appeal board by virtue of its quasi-judicial status, should not have accepted the statement of the parliamentary subcommittee in determining the merit of Evans. It could not reach a decision on the issue without conducting an inquiry into the accuracy of the conclusion reached by the subcommittee with reference to the appellant.

The Supreme Court therefore returned the case to the appeal board for the completion of its inquiry and for the disposal of Evans' application as a candidate for the position in accordance with section 21 of the *Public Service Employment Act*.

Appeal Board Decisions

Evans (80-21-CSC-10)

Pursuant to the Supreme Court decision summarized above, the appeal board reviewed the case of the appellant to determine whether or not Evans had in fact provoked a riot.

After hearing the evidence, the board concluded that Evans had not used the offensive words which were said to have caused the riot. The board also found that the parliamentary subcommittee had based its conclusions on a Correctional Service Canada investigation report in which crucial findings of fact were founded on hearsay evidence from prison officials and on vague declarations made by inmates. Furthermore, neither the Correctional Service investigator nor the parliamentary subcommittee had given Evans the opportunity to be heard.

The board found that the appellant shared the blame by having failed to divulge the identity of the person who used the offensive words. Likewise, the appellant's union bore part of the responsibility since it had refused to let its membership cooperate in the internal investigation.

The appeal board was also critical of the fact that Correctional Service had attempted to transfer the file on the internal investigation from an accessible to a non-accessible bank to reduce its availability.

The appeal board concluded that Evans had been improperly assessed with regard to personal suitability and allowed the appeal.

Counsel for the appellant and the department both made representations to the effect that the original appointment not be revoked. The appeal board recommended that a new selection board be set up, consisting of a Commission officer as chairperson, an employee of the Correctional Service who had never been employed in the Ontario region, and a federal employee from outside the department, to reassess the appellant's personal suitability, disregarding the previous selection board's assessment.

Barsky (82-21-CSC-5X)

The appellant in this case had lodged an appeal, even though no notice of right of appeal was posted, against the result of a competition to fill an acting appointment from which he had been screened out. On being informed by the department that he could not appeal until four months after the date of the appointment, the appellant withdrew his appeal.

Subsequently, the department retroactively dated the appointment and posted a right of appeal. The appellant filed a new appeal within the specified time limit.

At the hearing the department argued that the appellant was outside the area of competition and therefore did not have the right of appeal. The department also contested the existence of a right of appeal on the grounds that, according to the Public Service Commission's staffing bulletin 81-15, an acting appointment had to be made without competition for which there was no right of appeal, notwithstanding the fact that the department had conducted a competition.

The appeal board rejected the department's arguments. It held that since a competition had taken place, a right of appeal existed under the law. Furthermore, the board concluded that the department had in fact conducted a selection process solely to confirm the preselection of the employee who was appointed and had acted improperly to deprive the appellant of his appeal rights.

The appeal board also held that the area of competition was too restrictive and that it was contrary to the guidelines established in the Commission's Instrument of Delegation.

The appeal was therefore allowed.

Investigations

The number of complaints in 1983 has remained at approximately the same level as in 1982. In total, 928 were received and 490 investigation files opened. Over the year 411 cases were closed, a decrease from the 524 cases closed in 1982. Twenty-one per cent of the cases were founded, sixty per cent unfounded and nineteen per cent otherwise resolved. These percentages are comparable to the 1982 ratio. Over the years, the proportion of founded complaints has remained constant at about one in five cases investigated.

The following is a sample of complaints handled in 1983.

An investigation was conducted into the status of a clerk at a regional office of a department. Originally employed for a specified period, the complainant was appointed for an indeterminate period following a competition. A few days after the appointment, his supervisor realized that he was not authorized to make such an appointment and cancelled the offer of employment. However, he kept the employee in his position as a term employee. The investigation revealed that the department had in fact appointed the employee for an indeterminate period. The offer of employment had been made in the proper form and the employee had accepted the offer two weeks before it was revoked. The manager, acting on orders from a supervisor at headquarters, had overstepped his authority by withdrawing the offer. This was tantamount to revoking an appointment, for which only the Commission has authority. The investigation concluded that the employee had been appointed on an indeterminate basis.

A few months later, the same clerk filed another complaint alleging that he had been informed of his imminent lay-off and that this was an act of retaliation against him for his previous complaint and the decision in his favour. An investigations officer contacted the department and was told that the lay-off was the result of a decrease in workload. However the department asked that it be given time to review the situation before the Commission conducted an investigation. The department then found that the workload had not decreased but had in fact increased by twenty per cent. As a result, steps were taken to cancel the notice of lay-off. The department reported that an error had been made in good faith, and not in retaliation, and that such a situation would not reoccur.

A complaint regarding appointments by "underfilling", that is to a level lower than that of the position to be filled, was the subject of an investigation which concluded that such a method of appointment violated the Act. Given the significantly large number of past appointments of this type made in good faith in the Public Service, the Commission asked the Treasury Board of Canada to establish a classification procedure that would expedite the readjustment of the level of a position. This made it possible to normalize the status of many employees.

A complaint was filed regarding a rejected application for an open competition involving two employment centres in neighbouring districts. The investigation revealed that these employment centres served areas that were previously one. After the territory was redefined as two distinct areas, recruitment took place according to section 19 of the Act which states that preference must be given to candidates who reside in the area served by a local office. The complainant had also failed a typing test and therefore did not qualify. The complaint was deemed unfounded.

Anti-Discrimination

In 1983, the Commission received 385 complaints, an increase of seventeen per cent over the 329 received in 1982. The number of cases handled in 1983 rose to 657, thirty per cent more than the 505 in the previous year. The Commission closed 232 case files compared to 233 in 1982. It also received 74 enquiries, an increase of seventy-five per cent over the 442 in 1982. In order of frequency, complaints of discrimination were on the proscribed grounds of race, colour, and national origin; sex; age; and disability.

The complaints received by the Commission predominantly concerned cases of personal harassment. One hundred and fifty-one such complaints were received in 1983 as compared to fifty-five in 1982. This increase of 175 per cent can be directly attributed to the Treasury Board's publication — *Personal Harassment at the Workplace*. Other complaints received by the Commission related to unfair treatment, security clearance, probation period, interpersonal relationships, and employee evaluation.

The following are a selection of cases investigated and resolved by the Commission this year.

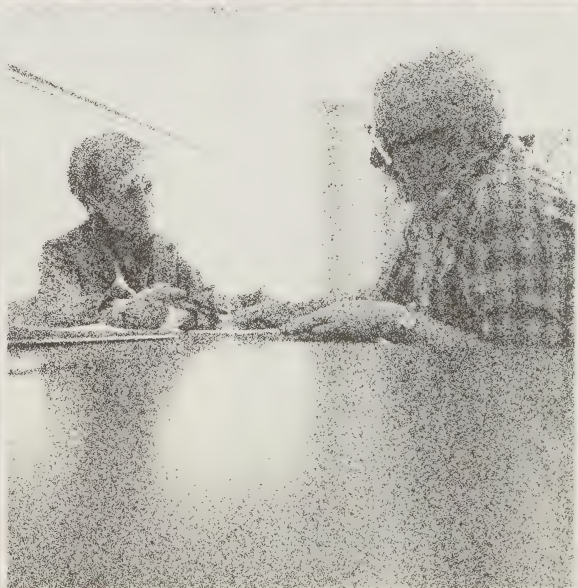
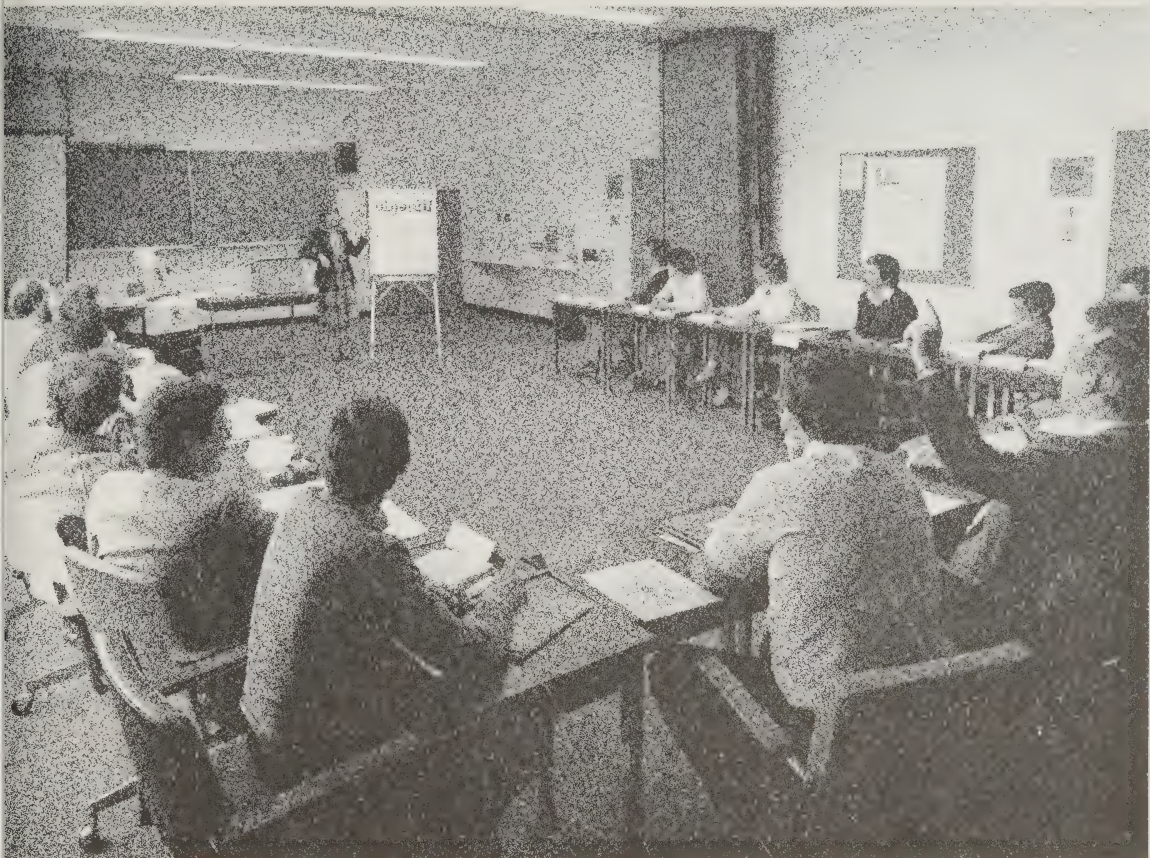
A clerical officer complained that she had resigned from her job because of physical and emotional duress caused by intolerable working conditions. The complainant's repeated requests to management to stop the harassment by her supervisor went largely unheeded. Restitution consisted of reinstating the complainant retroactively in an equivalent position for which she qualified. The department went further and invited a Commission representative to speak to regional program managers so as to sensitize them to the right of all employees to fair treatment in the workplace.

A complaint of personal harassment which adversely affected the health of an employee was settled by agreement of all parties in lieu of a formal investigation. The complainant was assigned to a new position under a different supervisor and at the same classification level and pay.

The Commission upheld a complaint of discrimination lodged by a blind employee. It was found that her position was classified as a CR-02 when in fact her position was consistent with one at the CR-03 level. To remedy this error the department upgraded her classification retroactively to the CR-03 level and compensated the complainant for the loss of salary.

The complainant, a physically handicapped term employee, failed the "knowledge" section in a competition which would have helped her acquire indeterminate status. She alleged that she was victim of an act of discrimination because she suffers from a physical disability requiring her to use crutches on occasions, thus impeding her mobility. The investigation revealed that physical barriers to the complainant's full performance capability existed more in the mind of a particular board member than in the recorded satisfactory manner in which the complainant had been carrying out her duties as a term employee. The department agreed with these findings and appointed the complainant to the position with a six-month *ex gratia* payment to compensate for the department's failure to confirm her to the position.

Training Public Servants



Developing Relevant Language Skills

In support of departmental official language activities, the Public Service Commission has changed the focus of its language training courses to establish a closer relationship between the language needs of students and the training they receive. While continuing this fundamental review, a new dimension has been added: the language of work. Thus, all aspects of the revised curriculum have now been implemented.

New Form for Identifying Language Training Needs

The first step in this change was the use of an Identification of Language Training Needs form which gives managers and potential students an opportunity to think about the genuine language needs of positions and to define specific situations where employees will use their second official language in the work environment. The form is used to develop effective training plans tailored to the needs of students and departments. Mindful of the demands of their positions and the requirements of management, students will, with the help of instructors, more readily assume responsibility for their learning. The Commission is currently assessing the quality of this tool and the extent of its use.

A More Realistic Curriculum

Over the past three years there has been a significant shift in direction in the Commission's language curriculum. The very basis of the language training program has been changed. No longer is the aim of language training merely to enable students to acquire language knowledge but above all to help them develop communications skills directly related to the duties of their positions.

The English language training program has revised its basic course and developed courses in listening skills and government correspondence. These courses will be available to students within the next eighteen months.

The French language training program, for its part, has seen the implementation of the *Language of Work* modules, which take the form of workshops focussing on a specific area of work and are designed to prepare students to perform the duties of their positions in French. These modules are included in language training courses once students have mastered certain basic skills.

The Commission uses self-learning techniques to instill in students returning to the work environment from language training the desire to maintain and upgrade their second language skills.

"The pilot project (in 1964) was launched with five teachers and 42 students involved in full-time and half-time courses Various forms of 'immersion courses' ... became the main form of instruction in 1968-69." (Annual Report, 1968)

The *Standards, Tests and Training* project will provide a description of the language requirements of positions identified as bilingual in the Public Service on the basis of three major functions: decision making, development and planning, and implementation. A number of occupational duties and activities have already been identified as have communications objectives associated with each of the three functions. The implementation of this project will help to define job-related training needs, develop courses that even more closely match the occupational duties of public servants, and improve the effectiveness of training.

"1971 marked the first year that students from the Public Service language training courses began to emerge in quantity at the end of the language training pipeline ... *Dialogue Canada*, a totally new course which uses the French Canadian culture for its teaching experiences, was formally inaugurated in the fall of 1971." (Annual Report, 1971)

This description may eventually serve as a basis for determining training standards more closely related to work requirements and for the certification of the language abilities of students who have completed language training.

An Ideal Setting

In order to develop the new language curriculum, the Commission has used its main language training centre in the National Capital Region where the majority of the 800 day students and 500 evening students attend classes. With its instructors and support services, the centre is an ideal setting for testing teaching methods and material and for second language training.

The Guidance Process

Nineteen eighty-three saw the benefits of changes made in 1982 in the process of assessing the potential for second language learning. For example, since the beginning of the year departments, under certain conditions, have been allowed to assess the potential for second language learning on the basis of Language Knowledge Examination (LKE) and diagnostic test results. The number of candidates on the waiting list has thus been reduced considerably. (See *Official Languages*, page 24.)

It should be noted that the Commission, through its guidance process, in addition to determining the potential for second language learning, also makes recommendations on the method best suited to the learning style of individual candidates, the optimum rate at which language skills should be acquired, and the lesson at which the learning process should begin.

Enrolment

There was a slight increase in enrolment in continuous courses, from 3,098 in 1982 to 3,229 in 1983. Enrolment in other courses dropped from 10,160 in 1982 to 8,978 in 1983, owing to a transfer of resources from non-continuous to continuous courses to accommodate the increasing number of public servants registering in the latter type of course.

This year, forty-two employees participated in the Advanced Language Training Program which was established in 1982. Departments would profit from a wider use of this program to improve the language proficiency of their employees.

Future Plans

Having successfully integrated language needs and language training, the Commission is studying the possibility of linking these two aspects to final assessment of the second-language proficiency of students. It appears that combining these three aspects into a single system would ensure a complete process. It would permit even greater achievement of established language objectives and make public servants more accountable for the bilingual service they must provide to the Canadian public. However, language training objectives will only be achieved if the work environment encourages public servants to use their second official language as often as possible in everyday work situations.

Training for Efficiency and Effectiveness

The Public Service Commission provides support and advice that enable departments to respond to the job-related training and developmental needs of federal public servants.

"The principle of training is now generally accepted. Its strong sponsorship will quickly extend its benefits uniformly throughout the Service." (Annual Report, 1946)

During the year under review, the Commission continued to design, develop and conduct high-quality training courses and programs, and to provide training support services under the staff training policy and general policy direction of the Treasury Board of Canada.

Courses and Services

The courses conducted by the Commission are grouped under subject areas which correspond to the major knowledge and skills required to perform job-related tasks satisfactorily. In 1983, almost 11,000 employees participated in 575 courses. The following table shows a breakdown by subject matter, number of courses given, and percentages for 1982 and 1983.

"To insure a further supply of Stenographers and Typists in Ottawa, a training plan (sponsored by the Commission) was provided by the Department of Labour." (Annual Report, 1942)

In addition to the courses currently listed in the inventory, the Commission is developing new programs that will increase and

improve the job performance skills of support staff. These programs will focus on the technology of the office of the future and on the skills demanded by current technology.

Management Orientation

During 1983, a total of 717 members of the Management Category, or public servants at equivalent levels, participated in the mandatory management orientation program. Of this total, 45 participated in the course for assistant deputy ministers, 331 in the course for executives and 341 in the course for senior managers. In addition, it should be noted that this year 2 people from the private sector participated in the course for assistant deputy ministers.

Management orientation training for middle managers and supervisors was initiated as a matter of Treasury Board policy and will become mandatory in 1984. In response to this policy, the Commission introduced courses in 1983. These were well attended: attracting 267 middle managers and 79 supervisors.

Management orientation courses for middle managers and supervisors are currently being redesigned based on the principles of the systems approach to training* and the findings of an occupational analysis study of the management function within the Public Service. These redesigned courses will be offered for the first time in April 1984.

Training for Trainers

During 1983, the Commission completed the development and piloting of three courses. These courses — *Analysis and Design of Training Activities*, *Conduct of Training Activities and Evaluation and Validation of Training Activities* — take an in-depth

look at the systems approach to training. They are designed to support the Treasury Board Secretariat's Qualification Improvement Program for Trainers and Instructors and the Certification Program for Trainers for personnel officers. During the year under review, the Commission was involved in two initiatives: one in collaboration with the Treasury Board Secretariat and the other in cooperation with the Office of the Comptroller General. The results were the completion and distribution for review by departments of a study setting performance standards specifications for personnel officers responsible for training and development, and the completion of a guide to the comprehensive audit of the training function. This guide will be tested in selected departments early in 1984.

"... a Staff Training Division was established on April 1, 1947. This division fosters training and coordinates and assists departmental staffs engaged in this work throughout the Service." (Annual Report, 1947)

Quality Control

In April 1983, the Commission published a manual on the systems approach to training and distributed it to all departments. Since its publication, the authors have conducted briefing sessions in twenty-two departments.

To ensure that training is based on the requirements of identified tasks, the occupational analysis team completed a study of the management function of members of the Management Category, middle managers and supervisors, and is presently conducting a needs analysis of the electronic data processing (EDP) function.

Worthy of note is the validation, in 1983, of two courses: the *Middle Management Orientation Program* and *Introduction to COBOL*.

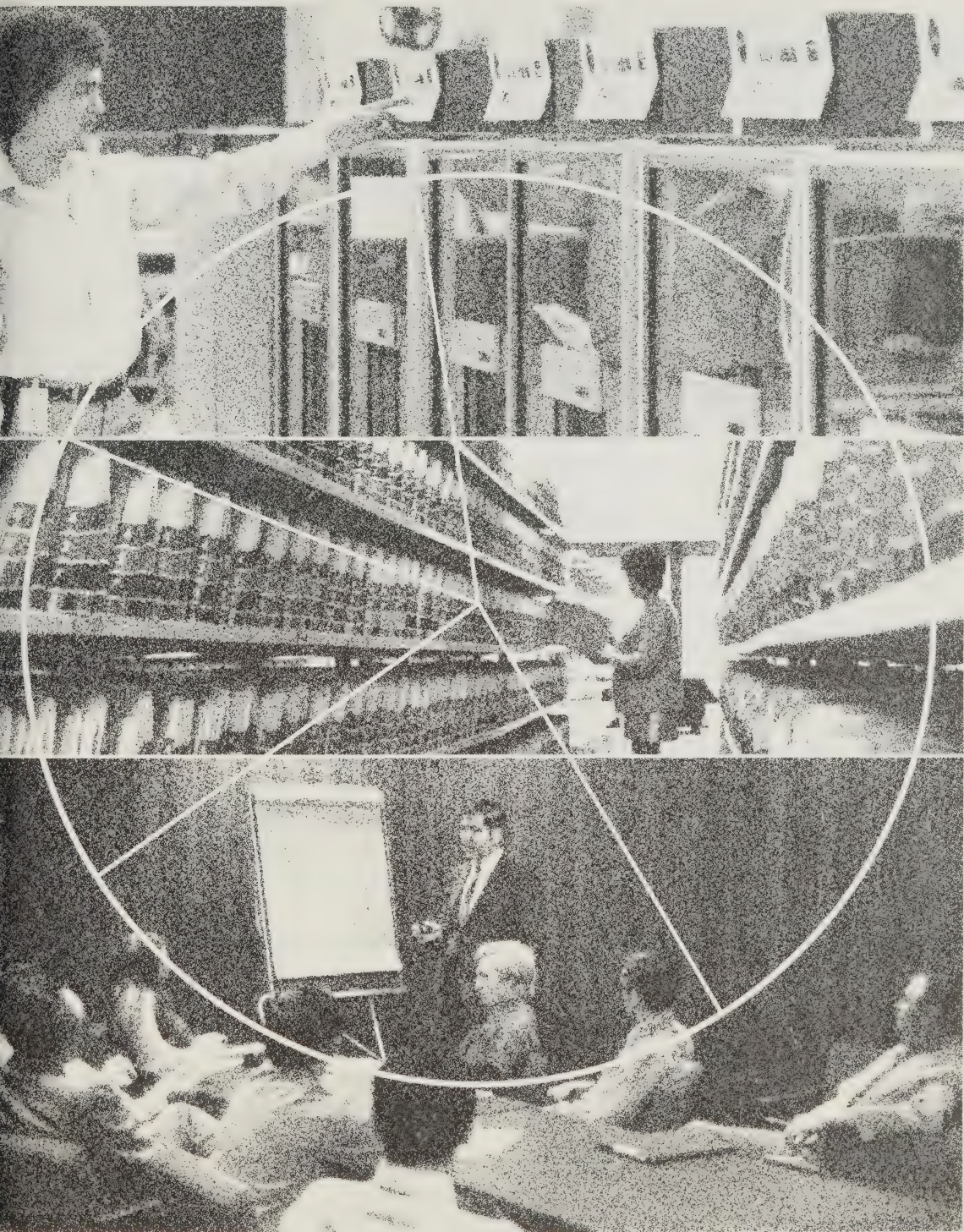
Budget

As in 1982, the Commission conducted its training and development activities within a balanced budget operated under a revolving fund method of financing. The Commission voluntarily limited fee increases to six per cent during 1983/84, and in 1984/85 increases will be held to five per cent, thus conforming to the government's "six and five" guidelines.

Courses	1982		1983	
	No. of Courses	%	No. of Courses	%
Management Orientation	33	6.6	50	8.7
Management Theory and Practices	126	25.3	140	24.4
Electronic Data Processing	88	17.7	99	17.2
Financial Management	83	16.7	91	15.8
Material Management	16	3.2	18	3.1
Seminars	0	0.0	3	0.5
Personnel Management	135	27.1	153	26.6
Systems Approach to Training	1	0.2	6	1.1
Individual Development	15	3.0	15	2.6
Government Systems	1	0.2	0	0.0
Total	498	100.0	575	100.0

* The systems approach to training (SAT) is a management framework for the planned grouping and sequencing of training research, development, delivery and evaluation activities, and decision making.

Managing the Commission's Resources



The Public Service Commission continued to emphasize a systematic approach to internal management to ensure resources are used in the most efficient and effective way possible. The results over the past few years have been significant. Since 1977, the Integrated Management Process has enabled the Commission to make considered decisions on the use of resources and to operate effectively in a climate of continuing restraint and cutbacks. This applies particularly to the period from 1977/78 to 1983/84 when authorized person-year resources were progressively reduced from a total of 3,942 to 2,623. Workload in all areas of service has not decreased and will not in future. Indeed a significant number of additional activities have been undertaken over the years as reflected in this and previous annual reports.

Management Practices and Processes

During 1983 the Commission continued to strengthen its internal management processes, in tandem with the development of an action plan to meet the requirements of the Improvement in Management Practices and Controls (IMPAC) program. The plan was jointly agreed to by the chairman, acting as the Commission's chief executive officer, and the comptroller general of the Treasury Board of Canada. Implementation of the plan has begun and is progressing well in five main areas: development of the Commission's Operational Plan Framework; modifications to the Integrated Management Process; program evaluation; financial administration; and internal audit.

The following results have been achieved:

- Detailed development of the Operational Plan Framework is nearing completion and work is progressing to identify and design corporate information requirements for resource planning and control. The senior management committee also has granted approval in principle to resource justification guidelines and definitions.

- Major specifications for a revised Integrated Management Process based entirely on the Operational Plan Framework have been approved and are being communicated to all levels within the Commission for implementation. Significant progress has been made concerning the integration of human resources and official languages plans with the annual work plan exercise. This represents an important rationalization of the Commission's planning and review process.

- A program evaluation organizational proposal has been developed and a program evaluation component structure drafted.

Resource Levels and Restraint Measures

The Commission's fiscal year 1983/84 budget totalled \$116.5 million (excluding contributions to the Employee Benefit Plan) for 2,623 person-years, as compared to \$106.8 million for 2,607 person-years in 1982/83.*

The chief executive officer continued to stress the need for managers to monitor closely the control of expenses and to submit quarterly reports on efforts and results in reducing discretionary costs.

Savings of \$500,000 will be achieved in the area of recruitment advertising by the end of fiscal year 1983/84. As well, an additional amount of \$235,000 has been placed in a frozen allotment, to reflect a reduction from planned activities, in response to a Treasury Board freeze. During the mid-year operational review, managers identified a further \$272,000 which could be saved from the original non-salary budget, mainly through reductions in discretionary travel costs of \$107,685; printing costs of \$95,837; office equipment and furnishing costs of \$28,933; and administrative costs of \$32,500.

* The increase of sixteen person-years or 0.6 per cent is due mainly to an increase of sixty-eight person-years related to the affirmative action program and thirteen person-years for the program for handicapped persons, offset by transfers to other departments of seventeen person-years related to the Career Orientation Program, a reduction in Management Category programs of nineteen person-years and a general cut of twenty-one person-years.

The increase of \$9.7 million or 9.1 per cent in budgeted expenditures consists of \$8.7 million in general price increases and an increase of \$3.1 million for the affirmative action and handicapped persons programs, offset by reductions of \$0.7 million in the Career Orientation Program, \$1.0 million in Management Category programs and a general cut of \$0.4 million.

Internal Audit

In 1983, the Commission completed comprehensive audits of the Management Category Programs Branch and the Centre for Executive Development — Touraine. Pilot audit projects in the Corporate Systems and Services Branch were started in the fall of 1983 as part of a revised audit strategy.

Previous audit activities were based on a cyclical review of all branches in the Commission over a five-year period. Since 1977 all organizational units have undergone a comprehensive audit at least once. However, increased audit demands have placed a heavy burden on personnel resources and expertise. A new strategy will focus on the Operational Plan Framework rather than on organizational structures. Selection of audit priorities will be flexible and responsive to management's prevailing needs. A corporate committee will determine the subjects for audit and will not be bound by the cyclical process. The benefits will include better communication and feedback to auditees; more precise delineation of problem areas; recommendations for improvement; and accountability for action.

Public Affairs

A new design and copy format was introduced for all Public Service Commission of Canada recruitment advertisements. The aim of this new approach is to improve the career advertising image of the Public Service and reduce the cost of job advertisements by some twenty-five per cent. New measures to monitor effectiveness and media selection were developed to assist managers in planning their advertising strategy.

Human Resources

In line with the increasing emphasis placed on the quality of human resource management in the Public Service, the Commission continued to improve its personnel management practices. In order to make internal personnel officers more aware of and responsive to the needs of managers and increase the accountability of managers in the area of personnel management, personnel officers will be assigned to work directly in certain larger branches in the Commission in 1984.

The Commission also established an automated information system to record employee attendance and leave data and provide rapid, up-to-date information for managers.

Figure 1
Person-years and funds of the Public Service Commission by major activity, 1983/84

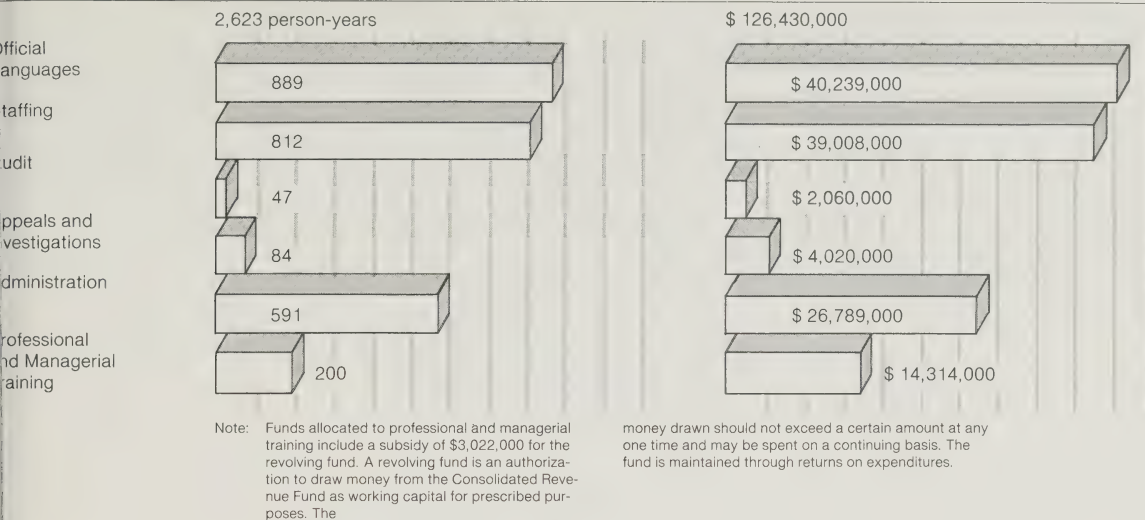


Figure 2
Source of person-years and funds of the Public Service Commission, 1983/84

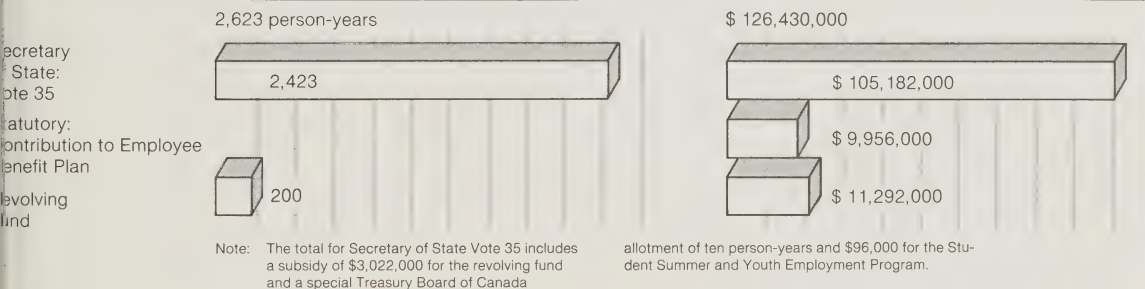
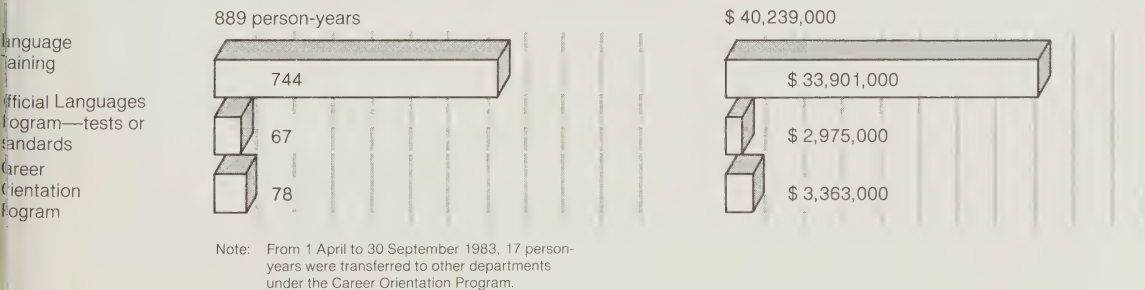


Figure 3
Person-years and funds of the Public Service Commission for official language activities, 1983/84



Equality of Access and Affirmative Action

The Commission is actively involved in increasing its rate of participation of indigenous people and handicapped persons and the representation of women at Management Category levels. In 1983, women made up thirteen per cent of the executive group, up from seven per cent in 1982; and eighteen per cent of the senior management group, up from twelve per cent. Other staffing and training measures have been developed during the year to ensure that candidates from underrepresented groups are given equal access to jobs.

In tandem with the equal opportunity program, the Commission continued its affirmative action program begun in April 1982. A detailed study of present staff on strength and the personnel management systems in place revealed the need to modify certain employment practices to ensure no barriers exist that could hinder access to employment and promotion for members of underrepresented groups in the Commission. Recommendations have been made in this area and an action plan will be developed by the end of fiscal year 1983/84.

Official Languages

The Commission's success in attaining and maintaining a high rate of participation in this area has led the Treasury Board Secretariat to exempt the Commission from submitting multi-year official languages plans until March 1987.

Employer/Employee Relations

During 1983, renewed emphasis was placed on the Employee Assistance Program through increased resources, Commission-wide communications activities and training sessions held across the country.

The Departmental Joint Consultation Committee met with representatives of the bargaining agents on three occasions during 1983 to discuss such matters as health and safety, the Employee Assistance Program, training and the Commission's approach to performance review. Branch level joint consultation committees continued to exchange points of view on matters of mutual interest.

Access to Information and Privacy Coordination

Since the proclamation of the *Access to Information Act* and the *Privacy Act* on 1 July 1983, the Commission has conducted sessions to inform its employees of their obligations in administering both acts within the Commission. Administrative procedures were developed to inform data bank managers and information officers on how to handle requests for information.

Conscious of the impact of the *Privacy Act* on personnel management, the Commission is in the process of clarifying the intent of the legislation regarding the collection, use and retention of personal information.

The Commission is continuing its efforts to provide complete responses to both formal and informal requests for information under the acts.





Population

- The number of employees declined from 222,582 in 1982 to 222,044 in 1983, a decrease of 0.2 per cent (table 1).

- The officer categories grew from 107,342 in 1982 to 108,850 in 1983, an increase of 1.4 per cent. The Administrative Support Category dropped from 70,757 in 1982 to 69,703 in 1983, a decrease of 1.5 per cent (table 10).

- The number of women in the Public Service rose from 89,922 in 1982 to 90,186 in 1983, an increase of 0.3 per cent. The representation of women rose from 40.4 per cent in 1982 to 40.6 per cent in 1983 (table 10), an increase of 0.2 percentage point.

- The number of francophones in the Public Service rose from 59,099 in 1982 to 60,417 in 1983, an increase of 2.2 per cent. The representation of francophones rose from 26.8 per cent in 1982 to 27.4 per cent in 1983 (table 11), an increase of 0.6 percentage point.

- The number of employees in the National Capital Region rose from 72,042 in 1982 to 72,150 in 1983, an increase of 0.2 per cent. The representation of employees in the National Capital Region rose from 32.4 per cent in 1982 to 32.5 per cent in 1983 (table 14), an increase of 0.1 percentage point.

Appointments

- Total appointments declined from 100,041 in 1982 to 86,588 in 1983, a decrease of 13.4 per cent (table 29), mainly in indeterminate appointments.

- The proportion of appointments for a specified period increased from 47.9 per cent in 1982 to 54.9 per cent in 1983 (table 29).

- Lateral transfers (redeployments) declined from 21,172 in 1982 to 18,110 in 1983 (table 30), a decrease of 14.5 per cent.

- Reappointments for a specified period rose from 34,289 in 1982 to 36,088 in 1983, an increase of 5.0 per cent (table 30).

- Appointments of Administrative Support Category employees accounted for 49.6 per cent of total appointments (table 30).

- Employee mobility and appointments within the Public Service (table 31):

- 94.6 per cent of appointments were within the same department

- 88.8 per cent of appointments were within the same group or subgroup

- 56.2 per cent of appointments were from one specified period to another.

- Appointments to bilingual positions (imperative staffing) rose from 10,178 in 1982 to 10,470 in 1983, an increase of 2.9 per cent (table 36).

Separations

- Total separations (table 48) and lay-offs (table 46) declined from 20,274 in 1982 to 19,177 in 1983, a decrease of 5.4 per cent.

- Resignations (table 48) declined from 8,387 in 1982 to 6,608 in 1983, a decrease of 21.2 per cent.

Appeals

Appeals declined from 2,885 in 1982 to 2,400 in 1983, a decrease of 16.8 per cent (table 42).

Training

- The number of participants in developmental training courses rose from 10,251 in 1982 to 10,968 in 1983, an increase of 7.0 per cent (table 53).

- The number of participants in language training courses other than basic continuous full-time day courses declined from 10,160 in 1982 to 8,978 in 1983, a decrease of 11.6 per cent (table 55).

Population Coverage

This section of the annual report gives detailed statistical information on federal government employees subject to the *Public Service Employment Act*. The data on these employees are broken down by type of employment, department, location, sex, language group, salary group, age group, and occupational group and category. Data on appointments, separations, appeals, professional and managerial training, and language training are also included.

The Public Service as defined here does not include:

- employees appointed under the *Public Service Employment Act* for a specified period of less than six months;
- people appointed by the Governor in Council, such as deputy heads;
- ministerial exempt staff;
- members of the Royal Canadian Mounted Police (RCMP) and the Canadian Armed Forces;
- employees of crown corporations such as Air Canada and Canada Post, and certain federal agencies such as National Research Council Canada.

However, it does include civilian employees working for National Defence and Public Service employees working for the RCMP.

Total federal employment on 31 December 1983 was 580,731* (page 50). Public Service employees, as defined in this report, make up 38.2 per cent of this total (page 51).

Various acts and regulations include different federal government employee populations. For example, each of the following acts sets out different but overlapping populations:

- the *Public Service Staff Relations Act*;
- the *Financial Administration Act*;
- the *Public Service Employment Act*;
- the *Public Service Superannuation Act* and other superannuation acts; and
- the *Official Languages Act*.

* Source: Federal Government Employment (Catalogue 72-004), Statistics Canada

The employee population of this report is published in accordance with the qualifications of the population coverage as stated in subchapter 045-2 of the *Personnel Management Manual* and in the corresponding system users' manual or documentation.

Differences in population given by the Public Service Commission, the Treasury Board Secretariat and Statistics Canada can be attributed to timing and population definition. For example, the Commission includes Management Category employees on leave without pay. Therefore, comparisons between data in this report and data in other publications, such as those of Statistics Canada and the Treasury Board Secretariat, should be made with caution, as they may be based on different populations.

For example, the Commission reports the number of people on strength at the end of a year. This data should not be confused with a "person-year", which is the employment of one person for one full year or its equivalent. The "person-years" reported by the Treasury Board Secretariat in the *Estimates* represent an annual resource allotment that a department may use. The "person on strength" used by the Commission expresses the way in which human resource needs have been met, and gives information in the demographic characteristics of Public Service populations.

Population Changes

The population subject to the *Public Service Employment Act* changes from year to year, as a result of inclusion or exclusion of commissions, agencies, and particular types or groups of employees.

Reorganization

During 1983, the international trade elements of the Department of Industry, Trade and Commerce were transferred under the responsibility of External Affairs Canada. The passage of Bill C-152 on 7 December 1983 also resulted in the merger of the departments of Regional Economic Expansion and Industry, Trade and Commerce within a new organization — the Department of Regional Industrial Expansion. The tables in this report do not fully reflect this change, due to the date at which this merger officially took place. Footnotes to the tables have been added, where applicable.

Management Category

There has been a change in the 1983 Management Category population data from the data of 1982, as a result of the conversion to the executive (EX) and senior management (SM) groups of equivalent level positions in other occupational groups. Conversion was completed in 1983 for the EX group and is near completion for the SM group. At the end of the conversion process, the Management Category will comprise some 4,000 members.

Appointment Data

Acting appointments, ranging from about 9,000 in 1982 to about 8,000 in 1983, are not included in the total number of appointments and promotions, to present an accurate picture of the number of true promotions in the Public Service.

The number of appointments to the Public Service in 1983, plus the number of employees in 1982, minus the separations in 1983 does not equal the 1983 population figure. This is because over the last few years, there have been between 10,000 and 15,000 initial appointments to the Public Service for specified periods of under six months that were not reported as appointments for practical administrative reasons. However, if these employees are reappointed and their continuous employment period is six months or more, they are considered as having been appointed from within the Public Service.

Sources of Data

Population and Appointment

Population statistics come from the Common Government of Canada Population Reporting File, based on payroll information of Supply and Services Canada on 31 December 1983. Population data on the Management Category are based on data in the Commission's Management Resources Information System. On 31 December 1983, the Supply and Services Canada Incumbent System identified 3,827 employees in the Management category, while the Commission's Management Resources Information System identified 3,867. This difference of 40 people is largely due to a time lag in the transfer of data between the two systems. In general, appointments, lay-offs, appeals, and training data are based on Commission records.

Language Group

For population and separation data, information on the first official language of employees comes from payroll and superannuation records of Supply and Services Canada. Language data for the Management Category are based on Commission records.

As of January 1981, appointment data collected on the Report on Staffing Transaction forms are compiled according to employees' first official language and are stored in the related computer system, the Appointment Information Management System. In 1983, the appointment documents of 716 employees did not include a first official language.

To reduce the number of cases of unknown first official language in population and separation statistics, data are sometimes obtained from other sources, such as the Official Languages Information System. In 1983, this reduced the number of unknown cases to approximately 1,400. In the tables, all calculations and percentages on language groups are based on the known population rather than on the actual total.

Separations

Information on releases for incompetence or incapacity and on revocation of appointments is based on Commission records. Information on other separations comes from the Supply and Services Canada Incumbent System described below.

Data Systems

Incumbent System

The Supply and Services Canada Incumbent System used for the Common Government of Canada Population Reporting File gives personnel information and data on federal government employees. The Incumbent System provides information for human resource planning, mobility studies, research, and statistics on population and other areas of personnel management.

Management Resources Information System

The Public Service Commission's Management Resources Information System was developed and designed in close co-operation with selected departments and the Treasury Board Secretariat, and plays a major role in the management and administration of the Management Category and other centrally managed groups.

It maintains information, both computerized and hard copy, on approximately 27,000 Public Service employees at senior levels, 2,000 junior personnel administrators and 1,500 junior financial administrators. As well, the system contains information on applicants to the Management Category from outside the Public Service, and Interchange Canada participants and candidates. Data are collected from 12 different sources, including the employee, management, and other Public Service systems such as the Treasury Board's Senior Personnel Information System.

Appointment Information Management System

The source of data for all appointment tables is the Appointment Information Management System, which stores data supplied by departments on Report on Staffing Transaction forms. The major benefits of this system are a simplified form for departments to complete, more accurate and more timely data, on-line access to data, cross-checks with data previously collected, and flexibility for upgrading the system.

Central Priorities Statistical Record

This system provides statistics on statutory and administrative priorities. A statutory priority is an entitlement to consideration for appointment before general applicants. It is set out in legislation, and includes people such as those returning from leaves of absence and those who have been laid off. An administrative priority is a similar entitlement to consideration for appointment, but based on Commission policy rather than on a provision of the Act. This includes people such as those notified of surplus status and those who were unsuccessful in their language training.

Administrative priority was extended to employees who accepted lower-level positions while in surplus or lay-off status and to employees who relocated with their spouses. Since 1979, data on lay-offs have come from this Central Priorities Statistical Record rather than from separation documents.

Staffing Glossary

General

- **Appointment to the Public Service**
An appointment made from the general public or from a government agency not subject to the *Public Service Employment Act*.

- **Appointment within the Public Service**
An appointment, within or between departments, made in a department and/or agency subject to the *Public Service Employment Act*.

- **Employee Mobility**
The movement of an employee either within or between departments, or where either the occupational group or subgroup changes, or the type of employment changes, such as from specified period to indeterminate.

Types of Appointments

- **Promotion**
An appointment of an employee to a position at a higher level in the same occupational group or subgroup, or in another group or subgroup for which the maximum rate of pay is greater than that of the employee's former position.

- **Lateral Transfer**
An appointment of an employee to a position in the same occupational group, subgroup and level, or in another group or subgroup for which the maximum rate of pay is the same as that of the employee's former position.

- **Downward Transfer**
An appointment of an employee to a position at a lower level in the same occupational group or subgroup, or in another group or subgroup for which the maximum rate of pay is lower than that of the employee's former position.

- **Demotion**
An appointment of an employee to a position for which the maximum rate of pay is lower than that of the employee's former position. This is done because of incompetence or incapacity, and is based on a departmental recommendation under section 31 of the *Public Service Employment Act*.

- **Reappointment for an Additional Term**
An appointment of a term employee to a position in the same occupational group, subgroup, and level, where the new appointment is for a specified period and the total time under the specified period of employment amounts to six months or more in the same position.

- **Reclassification**
An appointment of an employee to a position that has been re-evaluated, where the occupational category, group, subgroup, or level changes from the position's previous classification.

Types of Employment

- **Indeterminate**
Part-time or full-time employment with no fixed duration.

- **Specified Period**
Part-time or full-time employment for a pre-determined period (a term employee). In this report, only term employees with specified periods of employment of six months or more are included.

- **Seasonal**
Part-time or full-time employment for certain parts of the year only.

- **Full-time**
The employment of a person ordinarily required to work the standard weekly hours set out in the relevant collective bargaining agreement or, where one is not applicable, set out by the employer.

- **Part-time (under the *Public Service Employment Act*)**
The employment of a person ordinarily required to work more than one-third of the standard daily or weekly hours established for people doing similar work (effective 1 January 1981).

- **Part-time (excluded from the *Public Service Employment Act*)**
The employment of a person ordinarily not required to work more than one-third of the standard daily or weekly hours established for people doing similar work (effective 1 January 1981).

Types of Selection Processes

- **Selection with Competition**
A selection process where either a competition poster or an inventory is used to identify candidates.

- **Selection without Competition**
A selection process consisting of a reclassification, lateral transfer, downward transfer, promotion, or priority appointment.

- **Open Competition**
A competition open to people from within and outside the Public Service.

- **Closed Competition**
A competition open only to people employed in the Public Service. Prospective candidates are invited to apply for positions advertised by poster, or are identified from an inventory of eligible employees.

Appeals and Selection Processes

Appealable Selection Processes
 Certain selection processes which are subject to appeal under section 21 of the *Public Service Employment Act*.

Appealed Selection Processes
 Appealable selection processes against which at least one appeal has been lodged.

Disposition of Appeals
 The course of action after an appeal has been lodged against a selection process. An appeal may or may not be allowed. Appeals not allowed may be dismissed or otherwise disposed of by an appeal board, with or without an oral hearing, either because the appellant withdrew the appeal or had no right to appeal.

Official Languages and Staffing

Linguistic Status of a Position
 The linguistic requirements of a position: bilingual, English essential, French essential, or English or French essential.

Linguistic Status of an Incumbent
 The employee's status in meeting the linguistic requirements of a bilingual position: "met," "must meet," or "not required to meet."

Bilingual Position (Imperative Staffing)
 A bilingual position whose linguistic requirements must be met by the candidate upon appointment.

Bilingual Position (Non-Imperative Staffing)

A bilingual position to which candidates who have not met the linguistic requirements may be appointed, if they:

- are eligible for language training at public expense;
- have satisfied the Commission that they have the ability to succeed in language training; and
- agree in writing to meet the language requirements of the position within the specified time, or if unable to do so, to accept a transfer to a position for which they are qualified.

Bilingual Position (Linguistic Requirement Suspended)

A bilingual position whose linguistic requirement is suspended either for candidates fifty-five years of age or over, or on compassionate grounds.

Linguistic Profile

The levels of language proficiency required, in both official languages, in four abilities: reading, writing, listening and speaking.

Separations

• **Separation**

The termination of a person's employment in the part of the public service to which the Commission has the exclusive right and authority to appoint.

• **Release for Incompetence or Incapacity**

The termination of a person's employment, under subsection 31(1) of the *Public Service Employment Act*, "where an employee, in the opinion of the deputy head, is incompetent in performing the duties of the position he occupies or is incapable of performing those duties." This is recommended to the Commission by the deputy head, and can be appealed by the employee to a board established by the Commission.

• **Lay-Off**

The termination of a person's employment, under subsection 29(1) of the *Public Service Employment Act*, "where the services of an employee are no longer required because of lack of work or because of discontinuance of a function." Under these circumstances, the deputy head may lay off the employee, in accordance with Commission regulations. This decision is not subject to appeal.

Glossary of Terms on the Management Category

General

• **Management Category**

An occupational category composed of two groups, and including senior personnel with responsibility for policy development; program formulation and delivery; design and operation of management processes; and management of personnel, finances, and public affairs.

• **Executive (EX) Group**

The senior group of the Management Category, consisting of five levels up to and including most assistant deputy ministers.

• **Senior Management (SM) Group**

The group immediately below the executive group in the Management Category, consisting of one level.

Types of Appointments

• **Promotion**

An appointment of an employee to a position at a higher level in the same occupational group, or in another group for which the maximum rate of pay is greater than that of the employee's former position.

• **Redeployment**

Appointment of Management Category employees within and between departments, where the employee's group and level remain the same.

• **Downward Transfer**

An appointment of an employee to a position at a lower level in the same occupational group, or in another group for which the maximum rate of pay is lower than that of the employee's former position.

• **Demotion**

An appointment of an employee to a position for which the maximum rate of pay is lower than that of the employee's former position. This action is taken for reasons of incompetence or incapacity, and is based on the departmental recommendation under section 31 of the *Public Service Employment Act*.

Federal Government Employment, December 1983
Statistics Canada:**580,73**

Federal government employment reported by Statistics Canada

Less:

• Government enterprise employees	136,293	
• National Defence military personnel	86,381	
• Canada Post employees	70,829	
• Royal Canadian Mounted Police uniformed personnel	18,603	
• Employees of other corporations and agencies for which Treasury Board of Canada is not the employer	33,759	

345,865 — 345,86

Treasury Board:**234,86**

Federal public service workforce for which Treasury Board is the employer*

Plus:

• Public Service Staff Relations Board	166	
• Northern Careers Program, Public Service Commission	45	
	211	+21

Less:

• Other employees not appointed by the Public Service Commission	1,886	
• Term employees appointed for less than six months	11,147	

13,033 — 13,03

Public Service Commission:**222,04**

Federal government employment reported by the Public Service Commission

* Departments and agencies listed in schedule I, part I of the *Public Service Staff Relations Act*.

Federal Government Employment, December 1983

(viewed by Statistics Canada, the Treasury Board of Canada and the Public Service Commission)

Treasury Board universe

10.4 %

3.2 %

Public Service
Commission universe

Statistics Canada
universe
100%

23.5 %

14.9 %

12.2 %

3.2 %

5.8 %

Legend

- 1 Government enterprise employees
- 2 National Defence military personnel
- 3 Canada Post employees
- 4 Royal Canadian Mounted Police uniformed personnel
- 5 Employees of other corporations and agencies for which Treasury Board is not the employer
- 6 Federal public service workforce for which Treasury Board is the employer (departments and agencies listed in schedule I, part I of the *Public Service Staff Relations Act*)

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Table 1

Type of employment

Number of employees, by type of employment, 1982 and 1983

Type of employment	1982	1983
Full-time		
• Indeterminate	203,262	203,615
• Seasonal	1,326	1,150
• Specified period	14,798	13,792
Total	219,386	218,557
Part-time		
• Indeterminate	2,366	2,710
• Seasonal	97	83
• Specified period	732	694
Total	3,195	3,487
Grand total^a	222,582	222,044

^aIncludes 1 employee in 1982 whose type of employment was not specified on pay documents.

Note: Employees hired for periods of less than six months have been excluded from the tables. In December 1983, their number was 11,147.

Source: Department of Supply and Services

Table 2

Geographic area (Canada and outside Canada) and sex

Number and percentage of employees, by geographic area and sex, 1982 and 1983

Geographic area	1982				1983			
	Men		Women		Men		Women	
	No.	No.	%	Total ^a	No.	No.	%	Total
Newfoundland	3,997	1,373	25.6	5,370	3,980	1,413	26.2	5,393
Prince Edward Island	1,108	530	32.4	1,638	1,156	604	34.3	1,760
Nova Scotia	10,391	3,631	25.9	14,023	10,322	3,802	26.9	14,124
New Brunswick	4,782	2,668	35.8	7,450	4,716	2,725	36.6	7,441
Quebec (except NCR)	19,915	11,551	36.7	31,466	19,891	11,886	37.4	31,777
Quebec (NCR)	8,791	8,231	48.4	17,022	8,807	8,346	48.7	17,153
Ontario (except NCR)	21,311	15,348	41.9	36,660	20,988	15,167	41.9	36,155
Ontario (NCR)	30,216	24,804	45.1	55,020	30,165	24,832	45.2	54,997
Manitoba	5,712	4,626	44.7	10,338	5,508	4,226	43.4	9,734
Saskatchewan	3,380	2,608	43.6	5,988	3,333	2,579	43.6	5,912
Alberta	7,625	5,396	41.4	13,021	7,661	5,367	41.2	13,028
British Columbia	12,797	7,603	37.3	20,400	12,724	7,676	37.6	20,400
Yukon	448	495	52.5	943	447	508	53.2	955
Northwest Territories	842	666	44.2	1,508	832	674	44.8	1,506
Outside Canada	1,343	392	22.6	1,735	1,328	381	22.3	1,709
Total	132,658	89,922	40.4	222,582	131,858	90,186	40.6	222,044

^aIncludes 2 employees in 1982 whose sex was not specified on pay documents.

Source: Department of Supply and Services

Table 3

Geographic area (Canada and outside Canada) and language group

Number and percentage of employees, by geographic area and language group, 1982 and 1983

Geographic area	1982					1983				
	Anglophones		Francophones		Total ^a	Anglophones		Francophones		Total
	No.	%	No.	%		No.	%	No.	%	
Newfoundland	5,261	49	0.9	5,310	5,370	5,297	51	1.0	5,348	5,393
Prince Edward Island	1,511	111	6.8	1,622	1,638	1,600	147	8.4	1,747	1,760
Nova Scotia	13,471	444	3.2	13,915	14,023	13,548	489	3.5	14,037	14,124
New Brunswick	5,606	1,752	23.8	7,358	7,450	5,523	1,902	25.6	7,425	7,441
Quebec (except NCR)	2,044	29,212	93.5	31,256	31,466	1,984	29,508	93.7	31,492	31,777
Quebec (NCR)	9,634	7,344	43.3	16,978	17,022	9,587	7,546	44.0	17,133	17,153
Ontario (except NCR)	34,837	1,563	4.3	36,400	36,660	34,296	1,682	4.7	35,978	36,155
Ontario (NCR)	37,359	17,331	31.7	54,690	55,020	37,091	17,684	32.3	54,775	54,997
Manitoba	9,853	284	2.8	10,137	10,338	9,262	318	3.3	9,580	9,734
Saskatchewan	5,678	56	1.0	5,734	5,988	5,732	61	1.1	5,793	5,912
Alberta	12,671	239	1.9	12,910	13,021	12,693	271	2.1	12,964	13,028
British Columbia	20,019	209	1.0	20,228	20,400	20,045	225	1.1	20,270	20,400
Yukon	898	13	1.4	911	943	918	16	1.7	934	955
Northwest Territories	1,418	58	3.9	1,476	1,508	1,409	79	5.3	1,488	1,506
Outside Canada	1,290	434	25.2	1,724	1,735	1,266	438	25.7	1,704	1,709
Total	161,550	59,099	26.8	220,649	222,582	160,251	60,417	27.4	220,668	222,044

^aIncludes 1,933 employees in 1982 and 1,376 in 1983 whose first official language was not specified. See Explanatory Notes.

Source: Department of Supply and Services

Table 4

Department and sex

Number and percentage of employees, by department and sex, 1982 and 1983

Department	1982				1983			
	Men		%	Total ^a	Men		%	Total
	No.	No.			No.	No.		
National Defence (civilian)	23,700	10,496	30.7	34,197	23,567	10,707	31.2	34,274
National Revenue (Customs and Excise, Taxation)	13,879	11,927	46.2	25,806	13,768	11,773	46.1	25,541
Employment and Immigration	9,563	14,851	60.8	24,414	9,679	15,089	60.9	24,768
Transport	16,966	3,909	18.7	20,875	16,927	4,011	19.2	20,938
Environment	7,881	2,831	26.4	10,712	7,804	2,788	26.3	10,592
Supply and Services	4,981	5,079	50.5	10,060	5,005	5,136	50.6	10,141
Correctional Service of Canada	7,743	2,153	21.8	9,896	7,724	2,401	23.7	10,125
Agriculture	7,126	2,592	26.7	9,718	6,981	2,567	26.9	9,548
National Health and Welfare	3,291	5,713	63.4	9,004	3,312	5,722	63.3	9,034
Public Works	6,616	2,055	23.7	8,672	6,441	2,019	23.9	8,460
Indian Affairs and Northern Development	2,922	3,026	50.9	5,948	2,898	2,975	50.7	5,873
Fisheries and Oceans	4,204	1,400	25.0	5,604	4,150	1,385	25.0	5,535
Energy, Mines and Resources	3,190	1,473	31.6	4,663	3,275	1,598	32.8	4,873
Statistics Canada	2,201	2,505	53.2	4,706	2,135	2,422	53.1	4,557
External Affairs	2,535	1,487	37.0	4,022	2,693	1,633	37.7	4,326
Royal Canadian Mounted Police ^b	707	2,996	80.9	3,703	712	2,967	80.6	3,679
Veterans Affairs	1,769	2,328	56.8	4,097	1,588	1,914	54.7	3,502
Secretary of State of Canada	1,156	2,026	63.7	3,182	1,093	2,000	64.7	3,093
Industry, Trade and Commerce ^c	1,016	778	43.4	1,794	1,429	1,134	44.2	2,563
Consumer and Corporate Affairs	1,382	1,017	42.4	2,399	1,413	1,064	43.0	2,477
Public Service Commission	983	1,508	60.5	2,491	967	1,477	60.4	2,444
Communications	1,453	800	35.5	2,253	1,460	798	35.3	2,258
Justice	587	719	55.1	1,306	590	741	55.7	1,331
Canadian International Development Agency	608	539	47.0	1,147	559	530	48.7	1,089
National Museums of Canada	564	412	42.2	976	571	442	43.6	1,013
Finance	419	382	47.7	801	448	389	46.5	837
Labour	369	424	53.5	793	381	417	52.3	798
Canadian Grain Commission	610	173	22.1	783	601	187	23.7	788
Canadian Transport Commission	455	311	40.6	766	466	321	40.8	787
Public Archives of Canada	452	325	41.8	777	454	329	42.0	783
Treasury Board (Secretariat)	429	364	45.9	793	425	351	45.2	776
National Library of Canada	162	386	70.4	548	157	387	71.1	544
National Energy Board	268	163	37.8	431	271	169	38.4	440
Canadian Radio-television and Telecommunications Commission	216	195	47.4	411	218	186	46.0	404
Privy Council Office	134	196	59.4	330	143	211	59.6	354
Canadian Pension Commission	100	226	69.3	326	104	203	66.1	307
Solicitor General	118	149	55.8	267	113	146	56.4	259
National Parole Board	70	180	72.0	250	70	182	72.2	252
Ministry of State for Economic Development	82	82	50.0	164	113	129	53.3	242
Insurance	130	72	35.6	202	128	71	35.7	199
Prairie Farm Rehabilitation Administration	93	90	49.2	183	90	97	51.9	187
Veterans' Land Administration	87	101	53.7	188	78	90	53.6	168
Public Service Staff Relations Board	79	89	53.0	168	75	91	54.8	166
Treasury Board (Office of the Comptroller General)	117	65	35.7	182	107	57	34.8	164
Federal Court	67	83	55.3	150	67	86	56.2	153
Foreign Investment Review Agency	75	58	43.6	133	66	63	48.8	129
Office of the Commissioner of Official Languages	58	76	56.7	134	60	65	52.0	125
Canadian Human Rights Commission	46	75	62.0	121	44	76	63.3	120
Science and Technology	79	78	49.7	157	64	53	45.3	117
Ministry of State for Social Development	31	42	57.5	73	34	65	65.7	99

Table 4 cont'd

Department	1982				1983			
	Men	Women		Total ^a	Men	Women		Total
	No.	No.	%		No.	No.	%	
Bureau of Pensions Advocates	35	63	64.3	98	38	58	60.4	96
Office of the Secretary to the Governor General	37	54	59.3	91	37	53	58.9	90
Canada Labour Relations Board	28	50	64.1	78	28	53	65.4	81
Office of the Chief Electoral Officer	42	25	37.3	67	50	26	34.2	76
Federal-Provincial Relations Office	33	33	50.0	66	34	31	47.7	65
Supreme Court	30	33	52.4	63	30	33	52.4	63
Immigration Appeal Board	18	35	66.0	53	18	36	66.7	54
War Veterans Allowance Board	12	6	33.3	18	26	23	46.9	49
Law Reform Commission of Canada	11	31	73.8	42	11	30	73.2	41
International Joint Commission	18	20	52.6	38	19	19	50.0	38
Tax Review Board	11	22	66.7	33	10	24	70.6	34
Tariff Board	13	12	48.0	25	19	10	34.5	29
Office of the Coordinator, Status of Women	0	21	100.0	21	1	24	96.0	25
Canadian Intergovernmental Conference Secretariat	8	10	55.6	18	9	15	62.5	24
Restrictive Trade Practices Commission	6	12	66.7	18	5	12	70.6	17
Pension Review Board	5	12	70.6	17	2	14	87.5	16
Office of the Commissioner for Federal Judicial Affairs	1	8	88.9	9	3	11	78.6	14
Regional Economic Expansion ^c	581	470	44.7	1,051	0	0	0.0	0
Total	132,658	89,922	40.4	222,582	131,858	90,186	40.6	222,044

^a Includes 2 employees in 1982 whose sex was not specified on pay documents.

^b Employees under the *Public Service Employment Act* only.

^c In 1983, Regional Economic Expansion was integrated with Industry, Trade and Commerce.

Source: Department of Supply and Services

Table 5

Department and language group

Number and percentage of employees, by department and language group, 1982 and 1983

Department	1982					1983				
	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total ^a	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total ^a
	No.	No.	%	No.		No.	%			
National Defence (civilian)	27,330	6,648	19.6	33,978	34,197	27,214	6,712	19.8	33,926	34,274
National Revenue (Customs and Excise, taxation)	19,208	6,566	25.5	25,774	25,806	18,887	6,639	26.0	25,526	25,541
Employment and Immigration	16,057	8,045	33.4	24,102	24,414	16,342	8,362	33.8	24,704	24,768
Transport	16,192	4,581	22.1	20,773	20,875	16,229	4,652	22.3	20,881	20,938
Environment	8,612	2,043	19.2	10,655	10,712	8,432	2,133	20.2	10,565	10,592
Supply and Services	6,136	3,839	38.5	9,975	10,060	6,162	3,921	38.9	10,083	10,141
Correctional Service of Canada	6,706	3,172	32.1	9,878	9,896	6,860	3,251	32.2	10,111	10,125
Agriculture	7,576	2,032	21.1	9,608	9,718	7,435	2,065	21.7	9,500	9,548
National Health and Welfare	6,898	1,969	22.2	8,867	9,004	6,807	2,019	22.9	8,826	9,034
Public Works	6,342	2,266	26.3	8,608	8,672	6,146	2,246	26.8	8,392	8,460
Indian Affairs and Northern Development	4,753	816	14.7	5,569	5,948	4,847	868	15.2	5,715	5,873
Fisheries and Oceans	4,965	629	11.2	5,594	5,604	4,859	671	12.1	5,530	5,535
Energy, Mines and Resources	3,589	1,065	22.9	4,654	4,663	3,729	1,135	23.3	4,864	4,873
Statistics Canada	3,015	1,612	34.8	4,627	4,706	2,880	1,607	35.8	4,487	4,557
External Affairs	2,891	1,104	27.6	3,995	4,022	3,085	1,214	28.2	4,299	4,326
Royal Canadian Mounted Police ^b	2,870	820	22.2	3,690	3,703	2,846	829	22.6	3,675	3,679
Veterans Affairs	2,598	1,477	36.2	4,075	4,097	1,964	1,515	43.5	3,479	3,502
Secretary of State of Canada	1,005	2,176	68.4	3,181	3,182	949	2,144	69.3	3,093	3,093
Industry, Trade and Commerce ^c	1,386	392	22.0	1,778	1,794	1,787	745	29.4	2,532	2,563
Consumer and Corporate Affairs	1,533	855	35.8	2,388	2,399	1,540	934	37.8	2,474	2,477
Public Service Commission	953	1,515	61.4	2,468	2,491	914	1,517	62.4	2,431	2,444
Communications	1,590	660	29.3	2,250	2,253	1,583	672	29.8	2,255	2,258
Justice	873	428	32.9	1,301	1,306	888	438	33.0	1,326	1,331
Canadian International Development Agency	542	605	52.7	1,147	1,147	497	592	54.4	1,089	1,089
National Museums of Canada	671	304	31.2	975	976	696	317	31.3	1,013	1,013
Finance	527	269	33.8	796	801	556	280	33.5	836	837
Labour	565	228	28.8	793	793	553	245	30.7	798	798
Canadian Grain Commission	719	44	5.8	763	783	707	47	6.2	754	788
Canadian Transport Commission	537	227	29.7	764	766	534	252	32.1	786	787
Public Archives of Canada	486	291	37.5	777	777	488	295	37.7	783	783
Treasury Board (Secretariat)	529	261	33.0	790	793	519	255	32.9	774	776
National Library of Canada	352	196	35.8	548	548	345	199	36.6	544	544
National Energy Board	360	67	15.7	427	431	365	71	16.3	436	440
Canadian Radio-television and Telecommunications Commission	205	203	49.8	408	411	203	200	49.6	403	404
Privacy Council Office	173	154	47.1	327	330	181	164	47.5	345	354
Canadian Pension Commission	244	80	24.7	324	326	237	69	22.5	306	307
Solicitor General	180	80	30.8	260	267	182	73	28.6	255	259
National Parole Board	150	100	40.0	250	250	149	103	40.9	252	252
Ministry of State for Economic Development	107	49	31.4	156	164	157	85	35.1	242	242
Insurance	153	48	23.9	201	202	150	49	24.6	199	199
Pirrie Farm Rehabilitation Administration	150	0	0.0	150	183	161	0	0.0	161	187
Veterans' Land Administration	166	20	10.8	186	188	153	15	8.9	168	168
Public Service Staff Relations Board	79	78	49.7	157	168	80	79	49.7	159	166
Treasury Board (Office of the Comptroller General)	133	49	26.9	182	182	119	45	27.4	164	164

Table 5 cont'd

Department	1982					1983				
	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total ^a	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total ^a
	No.	No.	%			No.	No.	%		
Federal Court	67	57	46.0	124	150	77	76	49.7	153	153
Foreign Investment Review Agency	108	25	18.8	133	133	105	24	18.6	129	129
Office of the Commissioner of Official Languages	31	102	76.7	133	134	33	92	73.6	125	125
Canadian Human Rights Commission	79	39	33.1	118	121	80	40	33.3	120	120
Science and Technology	96	61	38.9	157	157	79	38	32.5	117	117
Ministry of State for Social Development	43	30	41.1	73	73	63	36	36.4	99	99
Bureau of Pensions Advocates	80	18	18.4	98	98	79	17	17.7	96	96
Office of the Secretary to the Governor General	39	51	56.7	90	91	36	53	59.6	89	90
Canada Labour Relations Board	29	49	62.8	78	78	29	52	64.2	81	81
Office of the Chief Electoral Officer	16	51	76.1	67	67	23	53	69.7	76	76
Federal-Provincial Relations Office	33	33	50.0	66	66	30	35	53.8	65	65
Supreme Court	21	32	60.4	53	63	27	36	57.1	63	63
Immigration Appeal Board	34	18	34.6	52	53	37	17	31.5	54	54
War Veterans Allowance Board	13	5	27.8	18	18	32	17	34.7	49	49
Law Reform Commission of Canada	17	25	59.5	42	42	16	25	61.0	41	41
International Joint Commission	13	0	0.0	13	38	14	0	.0	14	38
Tax Review Board	13	20	60.6	33	33	14	20	58.8	34	34
Tariff Board	7	4	36.4	11	25	19	8	29.6	27	29
Office of the Coordinator, Status of Women	12	7	36.8	19	21	13	12	48.0	25	25
Canadian Intergovernmental Conference Secretariat	4	14	77.8	18	18	7	17	70.8	24	24
Restrictive Trade Practices Commission	10	8	44.4	18	18	9	8	47.1	17	17
Pension Review Board	9	8	47.1	17	17	8	7	46.7	15	16
Office of the Commissioner for Federal Judicial Affairs	1	8	88.9	9	9	4	10	71.4	14	14
Regional Economic Expansion ^c	669	371	35.7	1,040	1,051	0	0	0.0	0	0
Total	161,550	59,099	26.8	220,649	222,582	160,251	60,417	27.4	220,668	222,044

^aIncludes 1,933 employees in 1982 and 1,376 in 1983 whose first official language was not specified. See Explanatory Notes.

^bEmployees under the *Public Service Employment Act* only.

^cIn 1983, Regional Economic Expansion was integrated with Industry, Trade and Commerce.

Source: Department of Supply and Services

Table 6

Age and sex

Number and percentage of employees, by age group and sex, 1982 and 1983

Age group	1982				1983			
	Men		Women		Men		Women	
	No.	No.	%	Total ^a	No.	No.	%	Total
Under 20	378	1,028	73.1	1,406	181	486	72.9	667
20-24	6,395	12,350	65.9	18,745	5,530	10,706	65.9	16,236
25-29	16,135	18,825	53.8	34,960	15,172	18,552	55.0	33,724
30-34	22,915	16,744	42.2	39,659	22,584	17,592	43.8	40,176
35-39	19,904	11,229	36.1	31,134	21,659	12,591	36.8	34,250
40-44	14,965	8,103	35.1	23,068	15,646	8,617	35.5	24,263
45-49	14,028	6,908	33.0	20,936	13,957	7,079	33.7	21,036
50-54	14,912	6,199	29.4	21,112	14,815	6,172	29.4	20,987
55-59	13,567	5,391	28.4	18,958	13,058	5,170	28.4	18,228
60-64	9,246	3,073	24.9	12,319	8,988	3,129	25.8	12,117
65 and over	207	61	22.8	268	260	86	24.9	346
Total ^b	132,658	89,922	40.4	222,582	131,858	90,186	40.6	222,044

Includes 2 employees in 1982 whose sex was not specified on pay documents.

Includes 17 employees in 1982 and 14 in 1983 whose birthdates were not specified on superannuation documents.

Source: Department of Supply and Services

Table 7

Age and language group

Number and percentage of employees, by age group and language group, 1982 and 1983

Age group	1982					1983				
	Anglophones		Francophones		Anglo- phones and Franco- phones	Anglophones		Francophones		Anglo- phones and Franco- phones
	No.	No.	%			No.	No.	%		
Under 20	830	519	38.5	1,349	1,406	382	263	40.8	645	667
20-24	11,992	6,465	35.0	18,457	18,745	10,216	5,799	36.2	16,015	16,236
25-29	23,416	11,161	32.3	34,577	34,960	22,239	11,224	33.5	33,463	33,724
30-34	27,646	11,683	29.7	39,329	39,659	27,869	12,037	30.2	39,906	40,176
35-39	22,396	8,520	27.6	30,916	31,134	24,425	9,674	28.4	34,099	34,250
40-44	17,132	5,744	25.1	22,876	23,068	17,877	6,259	25.9	24,136	24,263
45-49	16,047	4,752	22.8	20,799	20,936	16,103	4,851	23.2	20,954	21,036
50-54	16,328	4,642	22.1	20,970	21,112	16,149	4,731	22.7	20,880	20,987
55-59	15,339	3,508	18.6	18,847	18,958	14,667	3,489	19.2	18,156	18,228
60-64	10,189	2,071	16.9	12,260	12,319	10,020	2,049	17.0	12,069	12,117
65 and over	223	32	12.5	255	268	294	41	12.2	335	346
Total ^b	161,550	59,099	26.8	220,649	222,582	160,251	60,417	27.4	220,668	222,044

Includes 1,933 employees in 1982 and 1,376 in 1983 whose first official language was not specified. See Explanatory Notes.

Includes 17 employees in 1982 and 14 in 1983 whose birthdates were not specified on superannuation documents.

Source: Department of Supply and Services

Table 8

Salary and sex

Number and percentage of full-time indeterminate employees, by salary group and sex, in current dollars and in constant dollars, 1982 and 1983

Salary group ^b	1982 (current dollars)				1983 (current dollars)			
	Men	Women		Total ^c	Men	Women		Total
	No.	No.	%		No.	No.	%	
Less than \$ 20,000	19,503	37,154	65.6	56,658	13,758	29,993	68.6	43,751
20,000—29,999	57,792	34,151	37.1	91,944	51,914	38,473	42.6	90,387
30,000—39,999	26,801	5,719	17.6	32,520	32,278	8,273	20.4	40,551
40,000—49,999	14,214	1,185	7.7	15,399	16,821	1,917	10.2	18,738
50,000—59,999	5,244	229	4.2	5,473	7,595	394	4.9	7,989
60,000 and over	1,218	50	3.9	1,268	2,117	82	3.7	2,199
Total	124,772	78,488	38.6	203,262	124,483	79,132	38.9	203,615
Other ^d	7,886	11,434	59.2	19,320	7,375	11,054	60.0	18,429
Grand total	132,658	89,922	40.4	222,582	131,858	90,186	40.6	222,044

^aThe base period used for the calculation of the constant dollars is 1981 and the annual averages of the Consumer Price Index (CPI) published by Statistics Canada were used to determine the 1982 and 1983 (expressed in 1981 constant dollars) distribution.

^bBased on employee's annual rate of pay on 31 December of the year specified.

^cIncludes 2 employees in 1982 whose sex was not specified on pay documents.

^dConsists of employees whose type of employment is other than full-time indeterminate.

Source: Department of Supply and Services

Table 9

Salary and language group

Number and percentage of full-time indeterminate employees, by salary group and language group, in current dollars and in constant dollars, 1982 and 1983

Salary group ^b	1982 (current dollars)					1983 (current dollars)				
	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total ^c	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total ^c
	No.	No.	%	No.		No.	%			
Less than \$ 20,000	39,647	16,641	29.6	56,288	56,658	29,997	13,582	31.2	43,579	43,751
20,000—29,999	67,026	24,452	26.7	91,478	91,944	65,329	24,766	27.5	90,095	90,387
30,000—39,999	23,994	8,361	25.8	32,355	32,520	29,866	10,588	26.2	40,454	40,551
40,000—49,999	12,321	3,017	19.7	15,338	15,399	14,563	4,128	22.1	18,691	18,738
50,000—59,999	4,583	848	15.6	5,431	5,473	6,638	1,334	16.7	7,972	7,989
60,000 and over	992	249	20.1	1,241	1,268	1,743	429	19.8	2,172	2,199
Total	148,563	53,568	26.5	202,131	203,262	148,136	54,827	27.0	202,963	203,615
Other ^d	12,987	5,531	29.9	18,518	19,320	12,115	5,590	31.6	17,705	18,429
Grand total	161,550	59,099	26.8	220,649	222,582	160,251	60,417	27.4	220,668	222,044

^aThe base period used for the calculation of the constant dollars is 1981 and the annual averages of the Consumer Price Index (CPI) published by Statistics Canada were used to determine the 1982 and 1983 distribution (expressed in 1981 constant dollars).

^bBased on employee's annual rate of pay on 31 December of the year specified.

^cIncludes 1,933 employees in 1982 and 1,376 in 1983 whose first official language was not specified. See Explanatory Notes.

^dConsists of employees whose type of employment is other than full-time indeterminate.

Source: Department of Supply and Services

1982 (constant dollars) ^a				1983 (constant dollars) ^a			
Men		Women		Men		Women	
No.	No.	%	Total ^c	No.	No.	%	Total
30,187	51,531	63.1	81,719	27,351	49,891	64.6	77,242
59,711	22,838	27.7	82,550	58,952	24,198	29.1	83,150
21,134	3,368	13.7	24,502	22,920	4,106	15.2	27,026
11,069	641	5.5	11,710	12,324	816	6.2	13,140
2,259	100	4.2	2,359	2,499	109	4.2	2,608
412	10	2.4	422	437	12	2.7	449
24,772	78,488	38.6	203,262	124,483	79,132	38.9	203,615
7,886	11,434	59.2	19,320	7,375	11,054	60.0	18,429
32,658	89,922	40.4	222,582	131,858	90,186	40.6	222,044

1982 (constant dollars) ^a					1983 (constant dollars) ^a				
Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total ^c	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total ^c
	No.	%				No.	%		
7,524	23,672	29.2	81,196	81,719	53,826	23,120	30.0	76,946	77,242
0,767	21,393	26.0	82,160	82,550	61,018	21,909	26.4	82,927	83,150
3,282	6,092	25.0	24,374	24,502	19,940	7,009	26.0	26,949	27,026
9,762	1,907	16.3	11,669	11,710	10,869	2,246	17.1	13,115	13,140
1,905	417	18.0	2,322	2,359	2,131	452	17.5	2,583	2,608
323	87	21.2	410	422	352	91	20.5	443	449
14,563	53,568	26.5	202,131	203,262	148,136	54,827	27.0	202,963	203,615
2,987	5,531	29.9	18,518	19,320	12,115	5,590	31.6	17,705	18,429
16,550	59,099	26.8	220,649	222,582	160,251	60,417	27.4	220,668	222,044

Table 10

Category, type of employment and sex

Number and percentage of employees, by occupational category, type of employment and sex, 1982 and 1983

Occupational category	Type of employment	1982				1983			
		Men	Women		Total ^a	Men	Women		Total
		No.	No.	%		No.	No.	%	
Management	Full-time								
	• Indeterminate	2,988	171	5.4	3,159	3,622	226	5.9	3,848
	• Seasonal	0	0	0.0	0	0	0	0.0	0
	• Specified period	15	1	6.3	16	18	1	5.3	19
	Total	3,003	172	5.4	3,175	3,640	227	5.9	3,867
	Part-time								
	• Indeterminate	0	0	0.0	0	0	0	0.0	0
	• Seasonal	0	0	0.0	0	0	0	0.0	0
	• Specified period	0	0	0.0	0	0	0	0.0	0
	Total	0	0	0.0	0	0	0	0.0	0
	Total^b	3,003	172	5.4	3,175	3,640	227	5.9	3,867
Scientific and Professional	Full-time								
	• Indeterminate	16,717	4,506	21.2	21,223	16,729	4,456	21.0	21,185
	• Seasonal	1	1	50.0	2	1	1	50.0	2
	• Specified period	587	395	40.2	982	602	433	41.8	1,035
	Total	17,305	4,902	22.1	22,207	17,332	4,890	22.0	22,222
	Part-time								
	• Indeterminate	25	212	89.5	237	26	178	87.3	204
	• Seasonal	0	0	0.0	0	0	0	.0	0
	• Specified period	17	36	67.9	53	13	45	77.6	58
	Total	42	248	85.5	290	39	223	85.1	262
	Total	17,347	5,150	22.9	22,497	17,371	5,113	22.7	22,484
Administrative and Foreign Service	Full-time								
	• Indeterminate	35,657	16,478	31.6	52,135	35,694	17,273	32.6	52,967
	• Seasonal	3	3	50.0	6	7	4	36.4	11
	• Specified period	762	684	47.3	1,446	971	865	47.1	1,836
	Total	36,422	17,165	32.0	53,587	36,672	18,142	33.1	54,814
	Part-time								
	• Indeterminate	49	395	89.0	444	78	514	86.8	592
	• Seasonal	77	9	10.5	86	63	8	11.3	71
	• Specified period	31	36	53.7	67	25	39	60.9	64
	Total	157	440	73.7	597	166	561	77.2	727
	Total	36,579	17,605	32.5	54,184	36,838	18,703	33.7	55,541
Technical	Full-time								
	• Indeterminate	22,811	2,848	11.1	25,659	22,721	2,918	11.4	25,639
	• Seasonal	297	42	12.4	339	230	26	10.2	256
	• Specified period	906	341	27.3	1,247	741	270	26.7	1,011
	Total	24,014	3,231	11.9	27,245	23,692	3,214	11.9	26,906
	Part-time								
	• Indeterminate	4	41	91.1	45	7	52	88.1	59
	• Seasonal	0	0	0.0	0	0	0	0.0	0
	• Specified period	14	17	54.8	31	16	17	51.5	33
	Total	18	58	76.3	76	23	69	75.0	92
	Total	24,032	3,289	12.0	27,321	23,715	3,283	12.2	26,998

Occupational category	Type of employment	1982				1983			
		Men		Women		Men		Women	
		No.	No.	%	Total ^a	No.	No.	%	Total
Total (ficer categories)	Full-time								
	• Indeterminate	78,344	24,002	23.5	102,346	78,730	24,871	24.0	103,601
	• Seasonal	301	46	13.3	347	238	31	11.5	269
	• Specified period	2,264	1,420	38.5	3,684	2,330	1,568	40.2	3,898
	Total	80,909	25,468	23.9	106,377	81,298	26,470	24.6	107,768
	Part-time								
	• Indeterminate	80	648	89.0	728	112	744	86.9	856
	• Seasonal	77	9	10.5	86	63	8	11.3	71
	• Specified period	62	89	58.9	151	54	101	65.2	155
	Total	219	746	77.3	965	229	853	78.8	1,082
	Total	81,128	26,214	24.4	107,342	81,527	27,323	25.1	108,850
Administrative Support	Full-time								
	• Indeterminate	11,193	49,753	81.6	60,946	10,964	49,594	81.9	60,558
	• Seasonal	3	45	93.8	48	6	54	90.0	60
	• Specified period	1,319	6,891	83.9	8,210	1,215	6,081	83.3	7,296
	Total	12,515	56,689	81.9	69,204	12,185	55,729	82.1	67,914
	Part-time								
	• Indeterminate	40	1,067	96.4	1,107	42	1,315	96.9	1,357
	• Seasonal	0	1	100.0	1	0	2	100.0	2
	• Specified period	59	385	86.7	444	46	384	89.3	430
	Total	99	1,453	93.6	1,552	88	1,701	95.1	1,789
	Total	12,615	58,142	82.2	70,757	12,273	57,430	82.4	69,703
Operational	Full-time								
	• Indeterminate	35,132	4,622	11.6	39,756	34,691	4,563	11.6	39,254
	• Seasonal	796	135	14.5	931	701	120	14.6	821
	• Specified period	2,687	215	7.4	2,902	2,387	204	7.9	2,591
	Total	38,615	4,972	11.4	43,589	37,779	4,887	11.5	42,666
	Part-time								
	• Indeterminate	158	373	70.2	531	141	355	71.6	496
	• Seasonal	2	8	80.0	10	2	8	80.0	10
	• Specified period	36	101	73.7	137	36	72	66.7	108
	Total	196	482	71.1	678	179	435	70.8	614
	Total	38,811	5,454	12.3	44,267	37,958	5,322	12.3	43,280
All categories ^c	Full-time								
	• Indeterminate	124,772	78,488	38.6	203,262	124,483	79,132	38.9	203,615
	• Seasonal	1,100	226	17.0	1,326	945	205	17.8	1,150
	• Specified period	6,271	8,527	57.6	14,798	5,934	7,858	57.0	13,792
	Total	132,143	87,241	39.8	219,386	131,362	87,195	39.9	218,557
	Part-time								
	• Indeterminate	278	2,088	88.3	2,366	295	2,415	89.1	2,710
	• Seasonal	79	18	18.6	97	65	18	21.7	83
	• Specified period	157	575	78.6	732	136	558	80.4	694
	Total	514	2,681	83.9	3,195	496	2,991	85.8	3,487
	Grand total^d	132,658	89,922	40.4	222,582	131,858	90,186	40.6	222,044

^aIncludes 2 employees in 1982 whose sex was not specified on pay documents.

^bSum of the totals does not agree with the grand total; the difference is 165 in 1982 and 40 in 1983. See Explanatory Notes.

^cIncludes 216 employees in 1982 and 211 in 1983 whose positions are not classified in one of the six occupational categories.

^dIncludes 1 employee in 1982 whose type of employment was not specified on pay documents.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

Table 11

Category, type of employment and language group

Number and percentage of employees, by occupational category, type of employment and language group, 1982 and 1983

		1982					1983				
Occupational category	Type of employment	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total ^a	Anglo- phones	Francophones		Anglo- phones and Franco- phones	Total
		No.	No.	%			No.	No.	%		
Management	Full-time										
	• Indeterminate	2,545	614	19.4	3,159	3,159	3,090	758	19.7	3,848	3,848
	• Seasonal	0	0	0.0	0	0	0	0	0.0	0	0
	• Specified period	12	4	25.0	16	16	16	3	15.8	19	19
	Total	2,557	618	19.5	3,175	3,175	3,106	761	19.7	3,867	3,867
	Part-time										
	• Indeterminate	0	0	0.0	0	0	0	0	0.0	0	0
	• Seasonal	0	0	0.0	0	0	0	0	0.0	0	0
	• Specified period	0	0	0.0	0	0	0	0	0.0	0	0
	Total	0	0	0.0	0	0	0	0	0.0	0	0
	Total^b	2,557	618	19.5	3,175	3,175	3,106	761	19.7	3,867	3,867
	Scientific and Professional	Full-time									
• Indeterminate		16,580	4,373	20.9	20,953	21,223	16,516	4,491	21.4	21,007	21,188
• Seasonal		2	0	0.0	2	2	2	0	0.0	2	2
• Specified period		720	214	22.9	934	982	760	249	24.7	1,009	1,033
Total		17,302	4,587	21.0	21,889	22,207	17,278	4,740	21.5	22,018	22,222
Part-time											
• Indeterminate		174	59	25.3	233	237	136	64	32.0	200	200
• Seasonal		0	0	0.0	0	0	0	0	0.0	0	0
• Specified period		36	6	14.3	42	53	44	10	18.5	54	54
Total		210	65	23.6	275	290	180	74	29.1	254	264
Total		17,512	4,652	21.0	22,164	22,497	17,458	4,814	21.6	22,272	22,486
Administrative and Foreign Service		Full-time									
	• Indeterminate	37,245	14,646	28.2	51,891	52,135	37,554	15,309	29.0	52,863	52,966
	• Seasonal	5	1	16.7	6	6	6	5	45.5	11	11
	• Specified period	949	459	32.6	1,408	1,446	1,204	598	33.2	1,802	1,833
	Total	38,199	15,106	28.3	53,305	53,587	38,764	15,912	29.1	54,676	54,810
	Part-time										
	• Indeterminate	274	165	37.6	439	444	369	218	37.1	587	591
	• Seasonal	69	12	14.8	81	86	58	13	18.3	71	71
	• Specified period	40	17	29.8	57	67	39	18	31.6	57	64
	Total	383	194	33.6	577	597	466	249	34.8	715	726
	Total	38,582	15,300	28.4	53,882	54,184	39,230	16,161	29.2	55,391	55,536
	Technical	Full-time									
• Indeterminate		20,514	5,042	19.7	25,556	25,659	20,466	5,121	20.0	25,587	25,633
• Seasonal		297	35	10.5	332	339	222	30	11.9	252	252
• Specified period		934	285	23.4	1,219	1,247	775	211	21.4	986	1,011
Total		21,745	5,362	19.8	27,107	27,245	21,463	5,362	20.0	26,825	26,900
Part-time											
• Indeterminate		29	14	32.6	43	45	36	21	36.8	57	57
• Seasonal		0	0	0.0	0	0	0	0	0.0	0	0
• Specified period		18	8	30.8	26	31	15	14	48.3	29	33
Total		47	22	31.9	69	76	51	35	40.7	86	90
Total		21,792	5,384	19.8	27,176	27,321	21,514	5,397	20.1	26,911	26,990

Occupational category		1982					1983					
		Anglo- phones	Francophones	%	Anglo- phones and Franco- phones	Total ^a	Anglo- phones	Francophones	%	Anglo- phones and Franco- phones	Total ^a	
		No.	No.		No.		No.					
Total (all categories)	Type of employment											
	Full-time											
	• Indeterminate	76,976	24,724	24.3	101,700	102,346	77,555	25,694	24.9	103,249	103,601	
	• Seasonal	304	36	10.6	340	347	230	35	13.2	265	269	
	• Specified period	2,610	960	26.9	3,570	3,684	2,752	1,061	27.8	3,813	3,898	
	Total	79,890	25,720	24.4	105,610	106,377	80,537	26,790	25.0	107,327	107,768	
	Part-time											
	• Indeterminate	479	238	33.2	717	728	542	303	35.9	845	856	
	• Seasonal	69	12	14.8	81	86	58	13	18.3	71	71	
	• Specified period	94	31	24.8	125	151	98	42	30.0	140	155	
	Total	642	281	30.4	923	965	698	358	33.9	1,056	1,082	
	Total	80,532	26,001	24.4	106,533	107,342	81,235	27,148	25.0	108,383	108,850	
	Administrative support	Full-time										
		• Indeterminate	41,668	18,954	31.3	60,622	60,946	41,015	19,384	32.1	60,399	60,558
		• Seasonal	43	3	6.5	46	48	48	12	20.0	60	60
• Specified period		5,144	2,874	35.8	8,018	8,210	4,507	2,615	36.7	7,122	7,296	
Total		46,855	21,831	31.8	68,686	69,204	45,570	22,011	32.6	67,581	67,914	
Part-time												
• Indeterminate		625	387	38.2	1,012	1,107	790	484	38.0	1,274	1,357	
• Seasonal		0	1	100.0	1	1	2	0	0.0	2	2	
• Specified period		285	75	20.8	360	444	267	87	24.6	354	430	
Total		910	463	33.7	1,373	1,552	1,059	571	35.0	1,630	1,789	
Total		47,765	22,294	31.8	70,059	70,757	46,629	22,582	32.6	69,211	69,703	
Operational		Full-time										
		• Indeterminate	29,810	9,813	24.8	39,623	39,756	29,457	9,675	24.7	39,132	39,254
		• Seasonal	727	184	20.2	911	931	630	182	22.4	812	821
		• Specified period	2,213	503	18.5	2,716	2,902	1,831	536	22.6	2,367	2,591
	Total	32,750	10,500	24.3	43,250	43,589	31,918	10,393	24.6	42,311	42,666	
	Part-time											
	• Indeterminate	336	179	34.8	515	531	299	187	38.5	486	496	
	• Seasonal	9	0	0.0	9	10	9	0	0.0	9	10	
	• Specified period	48	47	49.5	95	137	48	28	36.8	76	108	
	Total	393	226	36.5	619	678	356	215	37.7	571	614	
	Total	33,143	10,726	24.5	43,869	44,267	32,274	10,608	24.7	42,882	43,280	
	All categories ^c	Full-time										
		• Indeterminate	148,563	53,568	26.5	202,131	203,262	148,136	54,827	27.0	202,963	203,615
		• Seasonal	1,074	223	17.2	1,297	1,326	908	229	20.1	1,137	1,150
		• Specified period	9,968	4,338	30.3	14,306	14,798	9,094	4,215	31.7	13,309	13,792
Total		159,605	58,129	26.7	217,734	219,386	158,138	59,271	27.3	217,409	218,557	
Part-time												
• Indeterminate		1,440	804	35.8	2,244	2,366	1,631	975	37.4	2,606	2,710	
• Seasonal		78	13	14.3	91	97	69	13	15.9	82	83	
• Specified period		427	153	26.4	580	732	413	158	27.7	571	694	
Total		1,945	970	33.3	2,915	3,195	2,113	1,146	35.2	3,259	3,487	
Grand total^d		161,550	59,099	26.8	220,649	222,582	160,251	60,417	27.4	220,668	222,044	

^a Includes 1,933 employees in 1982 and 1,376 in 1983 whose first official language was not specified. See Explanatory Notes.

^b Sum of the totals does not agree with the grand total; the difference is 165 in 1982 and 40 in 1983. See Explanatory Notes.

^c Includes 216 employees in 1982 and 211 in 1983 whose positions are not classified in one of the six occupational categories.

^d Includes 1 employee in 1982 whose type of employment was not specified on pay documents.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

Table 12

Category, group and sex

Number and percentage of employees, by occupational category, group and sex, 1982 and 1983

Occupational category	Group	1982				1983			
		Men		Women		Men		Women	
		No.	No.	%	Total ^a	No.	No.	%	Total
Management	Executive (EX)	1,870	98	5.0	1,968	2,040	118	5.5	2,158
	Senior Management (SM)	1,133	74	6.1	1,207	1,600	109	6.4	1,709
	Total^b	3,003	172	5.4	3,175	3,640	227	5.9	3,867
Scientific and Professional	Actuarial Science (AC)	23	1	4.2	24	20	0	0.0	20
	Agriculture (AG)	276	30	9.8	306	268	26	8.8	294
	Architecture and Town Planning (AR)	329	36	9.9	365	316	40	11.2	356
	Auditing (AU)	2,822	185	6.2	3,007	2,791	191	6.4	2,982
	Biological Sciences (BI)	834	195	19.0	1,029	850	199	19.0	1,049
	Chemistry (CH)	318	89	21.9	407	308	90	22.6	398
	Defence Scientific Service (DS)	532	35	6.2	567	537	33	5.8	570
	Dentistry (DE)	50	3	5.7	53	45	5	10.0	50
	Economics, Sociology and Statistics (ES)	1,913	444	18.8	2,357	1,898	476	20.1	2,374
	Education (ED)	1,411	1,384	49.5	2,795	1,393	1,359	49.4	2,752
	Engineering and Land Surveying (EN)	2,683	74	2.7	2,757	2,780	90	3.1	2,870
	Forestry (FO)	111	3	2.6	114	129	3	2.3	132
	Historical Research (HR)	200	81	28.8	281	194	84	30.2	278
	Home Economics (HE)	0	50	100.0	50	0	42	100.0	42
	Law (LA)	518	167	24.4	685	522	183	26.0	705
	Library Science (LS)	175	351	66.7	526	170	359	67.9	529
	Mathematics (MA)	105	36	25.5	141	114	33	22.4	147
	Medicine (MD)	273	33	10.8	306	265	35	11.7	300
	Meteorology (MT)	530	27	4.8	557	523	31	5.6	554
	Nursing (NU)	143	1,494	91.3	1,637	144	1,402	90.7	1,546
	Occupational and Physical Therapy (OP)	3	35	92.1	38	3	23	88.5	26
	Pharmacy (PH)	48	10	17.2	58	45	11	19.6	56
	Physical Sciences (PC)	688	111	13.9	799	719	112	13.5	831
	Psychology (PS)	74	24	24.5	98	74	25	25.3	99
	Scientific Regulation (SG)	411	65	13.7	476	402	60	13.0	462
	Scientific Research (SE)	1,956	87	4.3	2,043	1,969	91	4.4	2,060
	Social Work (SW)	114	40	26.0	154	106	40	27.4	146
	University Teaching (UT)	244	9	3.6	253	238	9	3.6	247
	Veterinary Science (VS)	563	51	8.3	614	548	61	10.0	609
	Total	17,347	5,150	22.9	22,497	17,371	5,113	22.7	22,484
Administrative and Foreign Service	Administrative Services (AS)	5,838	4,296	42.4	10,134	6,083	4,690	43.5	10,773
	Administrative Trainee (AT)	112	133	54.3	245	75	80	51.6	155
	Commerce (CO)	1,832	213	10.4	2,045	1,911	252	11.7	2,163
	Computer Systems Administration (CS)	2,193	651	22.9	2,844	2,327	702	23.2	3,029
	Financial Administration (FI)	1,942	629	24.5	2,571	1,934	673	25.8	2,607
	Foreign Service (FS)	1,111	150	11.9	1,261	1,138	181	13.7	1,319
	Information Services (IS)	632	528	45.5	1,160	653	580	47.0	1,233
	Organization and Methods (OM)	738	193	20.7	931	753	206	21.5	959
	Personnel Administration (PE)	1,679	1,273	43.1	2,952	1,614	1,356	45.7	2,970
	Program Administration (PM)	17,172	7,994	31.8	25,166	16,996	8,409	33.1	25,405
	Purchasing and Supply (PG)	1,459	436	23.0	1,895	1,469	448	23.4	1,917
	Translation (TR)	615	622	50.3	1,237	602	621	50.8	1,223
	Welfare Programs (WP)	1,256	487	27.9	1,743	1,283	505	28.2	1,788
	Total	36,579	17,605	32.5	54,184	36,838	18,703	33.7	55,541

Occupational Category	Group	1982				1983			
		Men		Women		Men		Women	
		No.	%	No.	Total ^a	No.	%	No.	Total
Technical	Air Traffic Control (AI)	2,287	80	3.4	2,367	2,210	80	3.5	2,290
	Aircraft Operations (AO)	513	14	2.7	527	509	17	3.2	526
	Drafting and Illustration (DD)	1,547	232	13.0	1,779	1,547	249	13.9	1,796
	Educational Support (EU)	21	55	72.4	76	17	50	74.6	67
	Electronics (EL)	3,076	35	1.1	3,111	3,038	34	1.1	3,072
	Engineering and Scientific Support (EG)	6,438	1,168	15.4	7,606	6,282	1,113	15.1	7,395
	General Technical (GT)	2,376	361	13.2	2,737	2,412	370	13.3	2,782
	Photography (PY)	139	14	9.2	153	129	13	9.2	142
	Primary Products Inspection (PI)	2,634	176	6.3	2,810	2,534	192	7.0	2,726
	Radio Operations (RO)	1,173	90	7.1	1,263	1,145	82	6.7	1,227
	Ships' Officers (SO)	1,388	51	3.5	1,439	1,390	67	4.6	1,457
	Social Science Support (SI)	1,072	988	48.0	2,060	1,087	988	47.6	2,075
	Technical Inspection (TI)	1,368	25	1.8	1,393	1,415	28	1.9	1,443
	Total	24,032	3,289	12.0	27,321	23,715	3,283	12.2	26,998
Administrative Support	Clerical and Regulatory (CR)	10,909	40,725	78.9	51,634	10,547	40,425	79.3	50,972
	Communications (CM)	445	328	42.4	773	447	317	41.5	764
	Data Processing (DA)	848	2,473	74.5	3,321	897	2,359	72.5	3,256
	Office Equipment Operation (OE)	232	239	50.7	471	220	218	49.8	438
	Secretarial, Stenographic, Typing (ST)	181	14,377	98.8	14,558	162	14,111	98.9	14,273
	Total	12,615	58,142	82.2	70,757	12,273	57,430	82.4	69,703
Operational	Correction (CX)	4,228	173	3.9	4,401	4,221	302	6.7	4,523
	Firefighters (FR)	1,439	5	0.3	1,444	1,444	4	0.3	1,448
	General Labour and Trades (GL)	16,028	261	1.6	16,290	15,737	251	1.6	15,988
	General Services (GS)	7,984	3,352	29.6	11,337	7,897	3,336	29.7	11,233
	Heat, Power and Stationary Plant Operation (HP)	2,376	8	0.3	2,384	2,251	12	0.5	2,263
	Hospital Services (HS)	883	1,173	57.1	2,056	717	948	56.9	1,665
	Lightkeepers (LI)	404	2	0.5	406	423	8	1.9	431
	Printing Operations (PR)	790	426	35.0	1,216	768	414	35.0	1,182
	Ship Repair (SR)	2,504	10	0.4	2,514	2,367	9	0.4	2,376
	Ships' Crews (SC)	2,174	44	2.0	2,218	2,133	38	1.8	2,171
	Total^a	38,811	5,454	12.3	44,267	37,958	5,322	12.3	43,280
	Grand total^a	132,658	89,922	40.4	222,582	131,858	90,186	40.6	222,044

^aIncludes 2 employees in 1982 whose sex was not specified on pay documents.

The sum of the totals does not agree with the grand total; the difference is 165 in 1982 and 40 in 1983. See Explanatory Notes.

^bIncludes 1 employee in 1982 whose group was not specified on pay documents.

^cIncludes 216 employees in 1982 and 211 in 1983 whose positions are not classified in one of the six occupational categories.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

Table 13

Category, group and language group

Number and percentage of employees, by occupational category, group and language group, 1982 and 1983

Occupational category	Group	1982					1983				
		Anglo-phones			Anglo-phones and Franco-phones	Total ^a	Francophones			Anglo-phones and Franco-phones	Total
		No.	No.	%			No.	No.	%		
Management	Executive (EX)	1,554	414	21.0	1,968	1,968	1,689	469	21.7	2,158	2,158
	Senior Management (SM)	1,003	204	16.9	1,207	1,207	1,417	292	17.1	1,709	1,709
	Total^b	2,557	618	19.5	3,175	3,175	3,106	761	19.7	3,867	3,867
Scientific and Professional	Actuarial Science (AC)	12	12	50.0	24	24	11	9	45.0	20	20
	Agriculture (AG)	248	58	19.0	306	306	240	54	18.4	294	294
	Architecture and Town Planning (AR)	291	72	19.8	363	365	279	74	21.0	353	356
	Auditing (AU)	2,269	735	24.5	3,004	3,007	2,252	728	24.4	2,980	2,982
	Biological Sciences (BI)	886	136	13.3	1,022	1,029	900	142	13.6	1,042	1,049
	Chemistry (CH)	353	50	12.4	403	407	339	56	14.2	395	398
	Defence Scientific Service (DS)	452	115	20.3	567	567	450	120	21.1	570	570
	Dentistry (DE)	44	8	15.4	52	53	43	6	12.2	49	50
	Economics, Sociology and Statistics (ES)	1,867	460	19.8	2,327	2,357	1,870	492	20.8	2,362	2,374
	Education (ED)	1,642	986	37.5	2,628	2,795	1,713	975	36.3	2,688	2,752
	Engineering and Land Surveying (EN)	2,285	431	15.9	2,716	2,757	2,364	480	16.9	2,844	2,870
	Forestry (FO)	91	21	18.8	112	114	104	27	20.6	131	132
	Historical Research (HR)	197	83	29.6	280	281	202	76	27.3	278	278
	Home Economics (HE)	37	13	26.0	50	50	27	15	35.7	42	42
	Law (LA)	501	178	26.2	679	685	518	187	26.5	705	705
	Library Science (LS)	415	109	20.8	524	526	417	110	20.9	527	528
	Mathematics (MA)	117	24	17.0	141	141	118	29	19.7	147	147
	Medicine (MD)	243	59	19.5	302	306	234	59	20.1	293	300
	Meteorology (MT)	444	111	20.0	555	557	431	123	22.2	554	555
	Nursing (NU)	1,322	295	18.2	1,617	1,637	1,173	323	21.6	1,496	1,544
	Occupational and Physical Therapy (OP)	34	4	10.5	38	38	20	6	23.1	26	26
	Pharmacy (PH)	39	18	31.6	57	58	34	20	37.0	54	58
	Physical Sciences (PC)	702	95	11.9	797	799	721	105	12.7	826	831
	Psychology (PS)	66	32	32.7	98	98	68	31	31.3	99	99
	Scientific Regulation (SG)	377	99	20.8	476	476	362	99	21.5	461	461
	Scientific Research (SE)	1,882	149	7.3	2,031	2,043	1,892	153	7.5	2,045	2,061
	Social Work (SW)	118	33	21.9	151	154	110	33	23.1	143	147
	University Teaching (UT)	147	95	39.3	242	253	145	99	40.6	244	247
	Veterinary Science (VS)	431	171	28.4	602	614	421	183	30.3	604	607
	Total	17,512	4,652	21.0	22,164	22,497	17,458	4,814	21.6	22,272	22,486
Administrative and Foreign Service	Administrative Services (AS)	6,896	3,182	31.6	10,078	10,134	7,271	3,481	32.4	10,752	10,777
	Administrative Trainee (AT)	141	102	42.0	243	245	98	53	35.1	151	151
	Commerce (CO)	1,609	417	20.6	2,026	2,045	1,683	456	21.3	2,139	2,161
	Computer Systems Administration (CS)	2,199	631	22.3	2,830	2,844	2,335	682	22.6	3,017	3,022
	Financial Administration (FI)	1,901	643	25.3	2,544	2,571	1,929	670	25.8	2,599	2,600
	Foreign Service (FS)	967	283	22.6	1,250	1,261	1,003	315	23.9	1,318	1,319
	Information Services (IS)	760	396	34.3	1,156	1,160	790	438	35.7	1,228	1,230
	Organization and Methods (OM)	754	176	18.9	930	931	755	203	21.2	958	959
	Personnel Administration (PE)	1,910	1,032	35.1	2,942	2,952	1,885	1,078	36.4	2,963	2,970
	Program Administration (PM)	18,511	6,538	26.1	25,049	25,166	18,549	6,814	26.9	25,363	25,400
	Purchasing and Supply (PG)	1,474	418	22.1	1,892	1,895	1,466	449	23.4	1,915	1,917
	Translation (TR)	184	1,052	85.1	1,236	1,237	167	1,056	86.3	1,223	1,224
	Welfare Programs (WP)	1,276	430	25.2	1,706	1,743	1,299	466	26.4	1,765	1,770
	Total	38,582	15,300	28.4	53,882	54,184	39,230	16,161	29.2	55,391	55,544

Occupational Category	Group	1982					1983					
		Anglo-phones	Francophones		Anglo-phones and Franco-phones	Total ^a	Anglo-phones	Francophones		Anglo-phones and Franco-phones	Total ^a	
		No.	No.	%	No.		No.	%				
Technical	Air Traffic Control (AI)	2,050	314	13.3	2,364	2,367	1,990	300	13.1	2,290	2,290	
	Aircraft Operations (AO)	445	81	15.4	526	527	437	88	16.8	525	526	
	Drafting and Illustration (DD)	1,371	393	22.3	1,764	1,779	1,380	405	22.7	1,785	1,796	
	Educational Support (EU)	59	7	10.6	66	76	58	6	9.4	64	67	
	Electronics (EL)	2,478	629	20.2	3,107	3,111	2,434	635	20.7	3,069	3,072	
	Engineering and Scientific Support (EG)	6,261	1,298	17.2	7,559	7,606	6,071	1,282	17.4	7,353	7,395	
	General Technical (GT)	2,207	519	19.0	2,726	2,737	2,269	509	18.3	2,778	2,782	
	Photography (PY)	116	36	23.7	152	153	107	35	24.6	142	142	
	Primary Products Inspection (PI)	2,100	677	24.4	2,777	2,810	2,030	683	25.2	2,713	2,726	
	Radio Operation (RO)	1,057	198	15.8	1,255	1,263	1,037	190	15.5	1,227	1,227	
	Ships' Officers (SO)	1,142	293	20.4	1,435	1,439	1,153	301	20.7	1,454	1,457	
	Social Science Support (SI)	1,449	606	29.5	2,055	2,060	1,462	608	29.4	2,070	2,075	
	Technical Inspection (TI)	1,057	333	24.0	1,390	1,393	1,086	355	24.6	1,441	1,443	
	Total	21,792	5,384	19.8	27,176	27,321	21,514	5,397	20.1	26,911	26,998	
Administrative Support	Clerical and Regulatory (CR)	34,980	16,147	31.6	51,127	51,634	34,276	16,348	32.3	50,624	50,972	
	Communications (CM)	602	167	21.7	769	773	592	171	22.4	763	764	
	Data Processing (DA)	2,375	897	27.4	3,272	3,321	2,328	885	27.5	3,213	3,256	
	Office Equipment Operation (OE)	281	150	34.8	431	471	279	149	34.8	428	438	
	Secretarial, Stenographic, Typing (ST)	9,527	4,933	34.1	14,460	14,558	9,154	5,029	35.5	14,183	14,273	
		Total	47,765	22,294	31.8	70,059	70,757	46,629	22,582	32.6	69,211	69,703
Operational	Correction (CX)	2,919	1,479	33.6	4,398	4,401	3,030	1,490	33.0	4,520	4,523	
	Firefighters (FR)	1,236	205	14.2	1,441	1,444	1,234	210	14.5	1,444	1,448	
	General Labour and Trades (GL)	12,373	3,799	23.5	16,172	16,290	12,060	3,791	23.9	15,851	15,988	
	General Services (GS)	8,474	2,752	24.5	11,226	11,337	8,337	2,729	24.7	11,066	11,233	
	Heat, Power and Stationary Plant Operation (HP)	1,871	503	21.2	2,374	2,384	1,799	457	20.3	2,256	2,263	
	Hospital Services (HS)	1,199	813	40.4	2,012	2,056	856	772	47.4	1,628	1,665	
	Lightkeepers (LI)	367	35	8.7	402	406	395	36	8.4	431	431	
	Printing Operations (PR)	448	765	63.1	1,213	1,216	429	751	63.6	1,180	1,182	
	Ship Repair (SR)	2,386	33	1.4	2,419	2,514	2,304	37	1.6	2,341	2,376	
	Ships' Crews (SC)	1,870	341	15.4	2,211	2,218	1,830	335	15.5	2,165	2,171	
		Total^a	33,143	10,726	24.5	43,869	44,267	32,274	10,608	24.7	42,882	43,280
		Grand total^a	161,550	59,099	26.8	220,649	222,582	160,251	60,417	27.4	220,668	222,044

^aIncludes 1,933 employees in 1982 and 1,376 in 1983 whose first official language was not specified. See Explanatory Notes.

^bSum of the totals does not agree with the grand total; the difference is 165 in 1982 and 40 in 1983. See Explanatory Notes.

^cIncludes 1 employee in 1982 whose group was not specified on pay documents.

^dIncludes 216 employees in 1982 and 211 in 1983 whose positions are not classified in one of the six occupational categories.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

Table 14**Category and location**

Number and percentage of employees, by occupational category and job location, 1982 and 1983

Occupational category	1982				1983			
	National Capital Region		Other locations		National Capital Region		Other locations	
	No.	%	No.	%	No.	%	No.	%
Management ^a	2,396	24.5	779	24.5	2,861	26.0	1,006	26.0
Scientific and Professional	8,880	60.5	13,617	60.5	8,928	60.3	13,556	60.3
Administrative and Foreign Service	21,734	59.9	32,450	59.9	22,304	59.8	33,237	59.8
Technical	6,574	75.9	20,747	75.9	6,509	75.9	20,489	75.9
Total (officer categories)	39,637	63.1	67,705	63.1	40,505	62.8	68,345	62.8
Administrative Support	26,861	62.0	43,896	62.0	26,263	62.3	43,440	62.3
Operational	5,375	87.9	38,892	87.9	5,216	87.9	38,064	87.9
Grand total^b	72,042	67.6	150,540	67.6	72,150	67.5	149,894	67.5

^aThe sum of the totals does not agree with the grand total; the difference is 165 in 1982 and 40 in 1983. See Explanatory Notes.

^bIncludes 216 employees in 1982 and 211 in 1983 whose positions are not classified in one of the six occupational categories.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

Table 15**Women, francophones and indigenous people in the Management Category**

Number and percentage of women, francophones and indigenous people in the Management Category, by group and level, 1982 and 1983

Group and level	1982							1983						
	Women		Francophones		Indigenous people		Total employees in category	Women		Francophones		Indigenous people		Total employees in category
	No.	%	No.	%	No.	%		No.	%	No.	%	No.	%	
EX 5 ^a	1	1.5	15	23.1	0	0.0	73	1	1.3	18	23.4	0	0.0	77
EX 4	9	4.7	44	22.8	1	0.5	193	12	5.8	45	21.6	1	0.5	208
EX 3	9	2.0	98	21.7	1	0.2	451	12	2.5	108	22.2	2	0.4	486
EX 2	31	5.5	105	18.5	1	0.2	568	37	6.0	125	20.3	1	0.2	617
EX 1	47	7.1	144	21.7	1	0.2	663	56	7.4	168	22.2	4	0.5	756
SX (unconverted)	1	5.0	8	40.0	0	0.0	20	0	0.0	5	35.7	0	0.0	14
Total	98	5.0	414	21.0	4	0.2	1,968	118	5.5	469	21.7	8	0.4	2,158
SM	74	6.1	204	16.9	6	0.5	1,207	109	6.4	292	17.1	9	0.5	1,709
Grand total	172	5.4	618	19.5	10	0.3	3,175	227	5.9	761	19.7	17	0.4	3,867

^aIncludes 8 executives in 1982 and 9 in 1983 who are ranked as GX, which entitles them to the DM-1 salary range.

Source: Management Resources Information System

Table 16

Women in the Management Category

Number and percentage of women in the Management Category, by department, 1983

Department	Women		Total employees in category
	No.	%	
Canadian Pension Commission	1	100.0	1
National Library of Canada	3	42.9	7
Canadian Human Rights Commission	2	40.0	5
Privy Council Office	19	31.7	60
Office of the Commissioner of Official Languages	3	20.0	15
Labour	6	18.2	33
Public Service Commission	11	17.5	63
Ministry of State for Economic Development	7	17.1	41
Treasury Board (Secretariat)	28	15.8	177
Departments with fewer than 100 employees	10	15.6	64
Justice	2	12.5	16
National Parole Board	1	12.5	8
National Health and Welfare	18	12.2	147
Secretary of State of Canada	6	11.8	51
Science and Technology	2	10.5	19
Communications	8	8.2	98
Consumer and Corporate Affairs	5	7.8	64
Employment and Immigration	14	7.1	197
Canadian International Development Agency	7	6.7	105
Statistics Canada	5	6.5	77
Correctional Service of Canada	4	6.2	65
Public Archives of Canada	1	5.6	18
Indian Affairs and Northern Development	8	5.5	146
Treasury Board (Office of the Comptroller General)	4	5.5	73
Finance	3	4.3	70
National Museums of Canada	1	4.2	24
Canadian Radio-television and Telecommunications Commission	1	4.0	25
Veterans Affairs	1	3.7	27
Regional Industrial Expansion	7	3.2	222
Energy, Mines and Resources	5	3.1	161
External Affairs	5	3.0	166
Transport	8	2.9	276
National Revenue (Customs and Excise, Taxation)	5	2.4	208
Supply and Services	5	2.3	220
Environment	6	2.2	279
Agriculture	2	1.4	148
Fisheries and Oceans	1	0.9	116
National Defence (civilian)	1	0.8	126
Public Works	1	0.8	128
Canadian Grain Commission	0	0.0	6
Canadian Transport Commission	0	0.0	38
Federal Court	0	0.0	1
Foreign Investment Review Agency	0	0.0	15
Insurance	0	0.0	7
National Energy Board	0	0.0	23
Public Service Staff Relations Board	0	0.0	11
Royal Canadian Mounted Police ^a	0	0.0	1
Solicitor General	0	0.0	19
Total	227	5.9	3,867

^aEmployees under the *Public Service Employment Act* only

Source: Management Resources Information System

Table 17**Women in the Scientific and Professional Category**

Number and percentage of women in the Scientific and Professional Category, by department, 1983

Department	Women		Total employees in category
	No.	%	
National Parole Board	1	100.0	1
Office of the Commissioner of Official Languages	1	100.0	1
Veterans' Land Administration	1	100.0	1
Veterans Affairs	278	73.5	378
National Library of Canada	141	68.1	207
Canadian Human Rights Commission	3	60.0	5
Public Service Commission	391	56.7	689
National Health and Welfare	1,085	54.6	1,986
Indian Affairs and Northern Development	796	45.5	1,750
Correctional Service of Canada	310	43.5	712
Royal Canadian Mounted Police ^a	10	41.7	24
National Museums of Canada	34	35.1	97
Secretary of State of Canada	8	34.8	23
Solicitor General	10	31.3	32
External Affairs	17	30.9	55
Public Archives of Canada	32	30.8	104
Justice	166	26.3	632
Treasury Board (Office of the Comptroller General)	1	25.0	4
Departments with fewer than 100 employees	18	24.7	73
Statistics Canada	185	24.5	754
Employment and Immigration	43	21.5	200
Finance	56	20.9	268
National Defence (civilian)	345	19.5	1,769
Canadian Pension Commission	6	18.2	33
Foreign Investment Review Agency	1	16.7	6
Privy Council Office	1	16.7	6
Science and Technology	1	16.7	6
Ministry of State for Economic Development	6	15.8	38
Canadian Transport Commission	23	14.7	156
Industry, Trade and Commerce	11	14.5	76
Canadian Radio-television and Telecommunications Commission	5	14.3	35
Labour	7	13.7	51
National Energy Board	19	13.4	142
Consumer and Corporate Affairs	31	13.0	238
Treasury Board (Secretariat)	4	12.9	31
Canadian Grain Commission	3	11.5	26
Agriculture	241	11.4	2,105
Energy, Mines and Resources	151	11.3	1,340
Fisheries and Oceans	98	9.8	1,004
Environment	230	9.7	2,374
Supply and Services	20	8.6	232
Transport	71	8.5	834
Canadian International Development Agency	5	7.1	70
National Revenue, (Customs and Excise, Taxation)	196	7.0	2,808
Public Works	32	5.0	646
Communications	16	4.4	360
Prairie Farm Rehabilitation Administration	3	3.6	84
Insurance	0	0.0	18
Total	5,113	22.7	22,484

^aEmployees under the *Public Service Employment Act* only

Source: Department of Supply and Services

Table 18

Women in the Administrative and Foreign Service Category

Number and percentage of women in the Administrative and Foreign Service Category, by department, 1983

Department	Women		Total employees in category
	No.	%	
Privy Council Office	41	56.9	72
Canadian Human Rights Commission	35	53.8	65
National Museums of Canada	123	53.5	230
Departments with fewer than 100 employees	110	52.6	209
Ministry of State for Economic Development	41	52.6	78
Secretary of State of Canada	1,002	52.6	1,905
National Library of Canada	30	51.7	58
Justice	54	51.4	105
Royal Canadian Mounted Police ^a	123	50.2	245
National Parole Board	41	50.0	82
Office of the Commissioner of Official Languages	33	47.1	70
National Health and Welfare	793	47.0	1,686
Finance	84	46.7	180
Public Service Commission	361	45.0	802
Federal Court	26	44.1	59
Solicitor General	43	43.4	99
Communications	205	41.6	493
Employment and Immigration	4,757	39.8	11,942
Treasury Board (Office of the Comptroller General)	21	39.6	53
Treasury Board (Secretariat)	140	39.0	359
Indian Affairs and Northern Development	676	37.4	1,808
Canadian Pension Commission	22	37.3	59
Consumer and Corporate Affairs	236	35.3	669
Statistics Canada	267	35.3	756
Energy, Mines and Resources	282	35.2	802
Canadian International Development Agency	181	35.1	515
Veterans Affairs	302	34.0	887
Canadian Radio-television and Telecommunications Commission	70	33.8	207
Environment	461	31.4	1,468
Transport	785	31.3	2,508
Supply and Services	1,049	31.2	3,361
Canadian Transport Commission	68	30.9	220
Labour	107	30.1	355
National Revenue (Customs and Excise, Taxation)	3,701	29.8	12,422
Agriculture	263	29.2	902
Public Archives of Canada	39	28.9	135
Science and Technology	15	28.8	52
National Energy Board	34	28.6	119
Fisheries and Oceans	214	27.1	790
Foreign Investment Review Agency	14	25.5	55
Public Works	364	24.4	1,491
Canadian Grain Commission	8	23.5	34
Insurance	27	22.7	119
Correctional Service of Canada	400	22.4	1,789
National Defence (civilian)	421	22.3	1,891
Industry, Trade and Commerce	280	21.3	1,312
External Affairs	343	17.6	1,953
Veterans' Land Administration	11	15.7	70
Total	18,703	33.7	55,541

^aEmployees under the *Public Service Employment Act* only

Source: Department of Supply and Services

Table 19

Women in the Technical Category

Number and percentage of women in the Technical Category, by department, 1983

Department	Women		Total employees in category
	No.	%	
Canadian Human Rights Commission	1	100.0	1
Canadian Pension Commission	1	100.0	1
Foreign Investment Review Agency	4	100.0	4
National Parole Board	2	100.0	2
Office of the Commissioner of Official Languages	1	100.0	1
Science and Technology	2	100.0	2
Treasury Board (Office of the Comptroller General)	1	100.0	1
Solicitor General	6	85.7	7
National Library of Canada	40	76.9	52
Justice	38	74.5	51
Secretary of State of Canada	30	73.2	41
Ministry of State for Economic Development	2	66.7	3
Veterans Affairs	17	63.0	27
Treasury Board (Secretariat)	6	50.0	12
Labour	18	48.6	37
Canadian International Development Agency	8	44.4	18
Statistics Canada	326	42.2	773
National Health and Welfare	286	41.8	685
Privy Council Office	2	40.0	5
Finance	15	39.5	38
Employment and Immigration	29	38.2	76
Royal Canadian Mounted Police ^a	30	38.0	79
Public Archives of Canada	46	37.1	124
Public Service Commission	17	33.3	51
Industry, Trade and Commerce	20	32.3	62
National Museums of Canada	80	31.1	257
National Energy Board	9	30.0	30
Departments with fewer than 100 employees	13	26.5	49
Indian Affairs and Northern Development	95	26.0	365
Canadian Radio-television and Telecommunications Commission	3	25.0	12
Correctional Service of Canada	18	19.8	91
External Affairs	29	19.6	148
Agriculture	555	16.6	3,340
Supply and Services	19	15.2	125
Energy, Mines and Resources	159	14.8	1,074
Canadian Grain Commission	57	14.6	390
National Revenue (Customs and Excise, Taxation)	31	14.0	221
Environment	360	12.4	2,903
Canadian Transport Commission	12	11.8	102
Fisheries and Oceans	190	9.7	1,963
Consumer and Corporate Affairs	47	8.4	561
Public Works	60	5.3	1,141
National Defence (civilian)	145	5.1	2,832
Transport	425	4.9	8,625
Communications	28	4.6	615
Federal Court	0	0.0	1
Total	3,283	12.2	26,998

^aEmployees under the *Public Service Employment Act* only

Source: Department of Supply and Services

Table 20

Women in the Administrative Support Category

Number and percentage of women in the Administrative Support Category, by department, 1983

Department	Women		Total employees in category
	No.	%	
Foreign Investment Review Agency	44	93.6	47
Justice	481	92.5	520
Royal Canadian Mounted Police ^a	2,715	91.9	2,955
Prairie Farm Rehabilitation Administration	94	91.3	103
Secretary of State of Canada	952	89.6	1,062
Ministry of State for Economic Development	76	89.4	85
Indian Affairs and Northern Development	1,273	88.7	1,435
Correctional Service of Canada	1,302	88.6	1,469
Industry, Trade and Commerce	815	88.6	920
Fisheries and Oceans	860	88.1	976
Public Service Commission	676	87.9	769
National Museums of Canada	186	87.3	213
Labour	279	87.2	320
Communications	540	87.0	621
Solicitor General	87	87.0	100
Science and Technology	33	86.8	38
National Parole Board	137	86.7	158
Agriculture	1,409	86.3	1,633
National Energy Board	107	86.3	124
Canadian International Development Agency	329	85.7	384
Treasury Board (Office of the Comptroller General)	29	85.3	34
Canadian Grain Commission	108	85.0	127
Canadian Radio-television and Telecommunications Commission	106	84.8	125
Finance	231	84.6	273
Treasury Board (Secretariat)	172	84.3	204
Employment and Immigration	10,238	83.4	12,280
National Health and Welfare	3,098	83.3	3,721
Environment	1,598	83.0	1,925
Transport	2,660	82.0	3,245
National Defence (civilian)	7,031	81.7	8,606
Consumer and Corporate Affairs	745	81.6	913
Departments with fewer than 100 employees	376	81.6	461
Public Works	1,180	81.5	1,448
Canadian Human Rights Commission	35	81.4	43
National Revenue (Customs and Excise, Taxation)	7,820	81.4	9,607
Veterans' Land Administration	78	81.3	96
Canadian Pension Commission	173	81.2	213
Energy, Mines and Resources	999	81.0	1,233
Canadian Transport Commission	218	80.4	271
Insurance	44	80.0	55
National Library of Canada	172	78.9	218
Veterans Affairs	980	77.5	1,265
Supply and Services	3,627	76.3	4,752
Statistics Canada	1,639	75.6	2,167
Privy Council Office	145	75.5	192
Federal Court	58	72.5	80
Office of the Commissioner of Official Languages	27	71.1	38
External Affairs	1,237	68.2	1,813
Public Archives of Canada	211	57.7	366
Total	57,430	82.4	69,703

^aEmployees under the *Public Service Employment Act* only

Source: Department of Supply and Services

Table 21**Women in the Operational Category**

Number and percentage of women in the Operational Category, by department, 1983

Department	Women		Total employees in category
	No.	%	
National Health and Welfare	445	54.7	813
National Library of Canada	1	50.0	2
Veterans Affairs	334	36.5	916
Indian Affairs and Northern Development	125	34.8	359
Privy Council Office	7	31.8	22
Supply and Services	416	28.7	1,449
Royal Canadian Mounted Police ^a	89	23.7	375
Departments with fewer than 100 employees	12	21.1	57
Federal Court	2	18.2	11
National Defence (civilian)	2,765	14.5	19,052
Employment and Immigration	10	14.3	70
Industry, Trade and Commerce	1	11.1	9
Public Works	382	10.6	3,601
National Museums of Canada	16	8.3	192
Environment	131	8.0	1,637
National Revenue (Customs and Excise, Taxation)	21	7.6	278
Agriculture	97	6.8	1,436
Correctional Service of Canada	366	6.1	5,996
Canadian Grain Commission	11	5.4	204
Public Service Commission	1	4.2	24
Fisheries and Oceans	22	3.2	683
External Affairs	3	1.7	181
Communications	1	1.4	70
Transport	63	1.2	5,449
Energy, Mines and Resources	1	0.4	257
Canadian International Development Agency	0	0.0	2
Consumer and Corporate Affairs	0	0.0	32
Finance	0	0.0	8
Foreign Investment Review Agency	0	0.0	2
Justice	0	0.0	9
Labour	0	0.0	3
National Energy Board	0	0.0	1
National Parole Board	0	0.0	1
Office of the Commissioner of Official Languages	0	0.0	1
Public Archives of Canada	0	0.0	36
Secretary of State of Canada	0	0.0	7
Solicitor General	0	0.0	2
Statistics Canada	0	0.0	31
Treasury Board (Office of the Comptroller General)	0	0.0	1
Treasury Board (Secretariat)	0	0.0	1
Total	5,322	12.3	43,280

^aEmployees under the *Public Service Employment Act* only

Source: Department of Supply and Services

Table 22

Francophones in the Management Category

Number and percentage of francophones in the Management Category, by department, 1983

Department	Francophones		Total employees in category
	No.	%	
Royal Canadian Mounted Police ^a	1	100.0	1
Office of the Commissioner of Official Languages	11	73.3	15
Justice	8	50.0	16
Secretary of State of Canada	24	47.1	51
Public Service Commission	29	46.0	63
Canadian Human Rights Commission	2	40.0	5
Public Service Staff Relations Board	4	36.4	11
Canadian International Development Agency	38	36.2	105
Correctional Service of Canada	20	30.8	65
Departments with fewer than 100 employees	19	29.7	64
Employment and Immigration	58	29.4	197
Consumer and Corporate Affairs	16	25.0	64
National Parole Board	2	25.0	8
Ministry of State for Economic Development	10	24.4	41
Canadian Radio-television and Telecommunications Commission	6	24.0	25
Communications	23	23.5	98
Regional Industrial Expansion	50	22.5	222
Public Archives of Canada	4	22.2	18
National Revenue (Customs and Excise, Taxation)	46	22.1	208
Treasury Board (Secretariat)	39	22.0	177
Labour	7	21.2	33
Science and Technology	4	21.1	19
Solicitor General	4	21.1	19
National Museums of Canada	5	20.8	24
External Affairs	33	19.9	166
Veterans Affairs	5	18.5	27
Supply and Services	39	17.7	220
National Health and Welfare	25	17.0	147
Privy Council Office	10	16.7	60
Indian Affairs and Northern Development	24	16.4	146
Public Works	21	16.4	128
Transport	44	15.9	276
Statistics Canada	12	15.6	77
Environment	37	13.3	279
Foreign Investment Review Agency	2	13.3	15
Agriculture	19	12.8	148
Treasury Board (Office of the Comptroller General)	9	12.3	73
Finance	8	11.4	70
Fisheries and Oceans	13	11.2	116
National Defence (civilian)	14	11.1	126
Canadian Transport Commission	4	10.5	38
Energy, Mines and Resources	12	7.5	161
Canadian Grain Commission	0	0.0	6
Canadian Pension Commission	0	0.0	1
Federal Court	0	0.0	1
Insurance	0	0.0	7
National Energy Board	0	0.0	23
National Library of Canada	0	0.0	7
Total	761	19.7	3,867

^aEmployees under the *Public Service Employment Act* only

Source: Management Resources Information System

Table 23

Francophones in the Scientific and Professional Category

Number and percentage of francophones in the Scientific and Professional Category,
by department, 1983

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Public Service Commission	521	75.7	688	689
Veterans Affairs	206	55.2	373	378
Secretary of State of Canada	12	52.2	23	23
Treasury Board (Office of the Comptroller General)	2	50.0	4	4
Canadian International Development Agency	32	45.7	70	70
Insurance	7	38.9	18	18
Industry, Trade and Commerce	25	33.3	75	76
Employment and Immigration	58	29.1	199	200
National Defence (civilian)	477	27.1	1,763	1,769
Correctional Service of Canada	191	26.9	711	712
Supply and Services	62	26.7	232	232
Public Archives of Canada	27	26.0	104	104
Justice	164	25.9	632	632
Statistics Canada	192	25.5	752	754
Royal Canadian Mounted Police ^a	6	25.0	24	24
National Revenue, (Customs and Excise, Taxation)	674	24.0	2,807	2,808
National Library of Canada	47	22.7	207	207
Canadian Transport Commission	34	21.8	156	156
Ministry of State for Economic Development	8	21.1	38	38
Departments with fewer than 100 employees	14	20.6	68	73
Finance	55	20.5	268	268
Communications	71	19.7	360	360
Agriculture	408	19.5	2,095	2,105
Transport	160	19.3	831	834
Consumer and Corporate Affairs	44	18.5	238	238
Environment	438	18.5	2,371	2,374
Public Works	116	18.2	638	646
Labour	9	17.6	51	51
Canadian Radio-television and Telecommunications Commission	6	17.1	35	35
Privy Council Office	1	16.7	6	6
Science and Technology	1	16.7	6	6
National Health and Welfare	301	15.7	1,917	1,986
Energy, Mines and Resources	180	13.5	1,338	1,340
Solicitor General	4	12.5	32	32
National Energy Board	16	11.4	140	142
National Museums of Canada	10	10.3	97	97
External Affairs	5	10.0	50	55
Treasury Board (Secretariat)	3	9.7	31	31
Canadian Pension Commission	3	9.1	33	33
Indian Affairs and Northern Development	147	8.8	1,678	1,750
Fisheries and Oceans	77	7.7	1,001	1,004
Canadian Grain Commission	0	0.0	23	26
Canadian Human Rights Commission	0	0.0	5	5
Foreign Investment Review Agency	0	0.0	6	6
National Parole Board	0	0.0	1	1
Office of the Commissioner of Official Languages	0	0.0	1	1
Prairie Farm Rehabilitation Administration	0	0.0	75	84
Veterans' Land Administration	0	0.0	1	1
Total	4,814	21.6	22,272	22,484

^aEmployees under the *Public Service Employment Act* only

Source: Department of Supply and Services

Table 24**Francophones in the Administrative and Foreign Service Category**

Number and percentage of francophones in the Administrative and Foreign Service Category, by department, 1983

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Secretary of State of Canada	1,344	70.6	1,905	1,905
Office of the Commissioner of Official Languages	49	70.0	70	70
Public Service Commission	400	49.9	802	802
Canadian International Development Agency	251	48.7	515	515
Canadian Radio-television and Telecommunications Commission	100	48.5	206	207
Justice	48	47.1	102	105
Privy Council Office	30	42.9	70	72
Departments with fewer than 100 employees	89	42.8	208	209
Federal Court	25	42.4	59	59
Finance	69	38.5	179	180
National Parole Board	31	37.8	82	82
Communications	181	36.9	491	493
Consumer and Corporate Affairs	241	36.0	669	669
Public Archives of Canada	47	34.8	135	135
National Museums of Canada	79	34.3	230	230
Statistics Canada	258	34.3	753	756
Canadian Transport Commission	73	33.2	220	220
National Library of Canada	19	32.8	58	58
Correctional Service of Canada	574	32.1	1,788	1,789
Employment and Immigration	3,777	31.7	11,928	11,942
Ministry of State for Economic Development	23	29.5	78	78
Supply and Services	970	28.9	3,360	3,361
Science and Technology	15	28.8	52	52
Treasury Board (Secretariat)	102	28.4	359	359
Treasury Board (Office of the Comptroller General)	15	28.3	53	53
Environment	408	27.8	1,465	1,468
National Health and Welfare	453	27.1	1,672	1,686
Canadian Human Rights Commission	17	26.2	65	65
Labour	92	25.9	355	355
Solicitor General	25	25.8	97	99
Energy, Mines and Resources	206	25.7	802	802
Industry, Trade and Commerce	333	25.6	1,299	1,312
External Affairs	488	25.1	1,942	1,953
Royal Canadian Mounted Police ^a	61	25.0	244	245
Insurance	29	24.4	119	119
Transport	605	24.2	2,497	2,508
National Revenue (Customs and Excise, Taxation)	2,988	24.1	12,414	12,422
Public Works	344	23.1	1,486	1,491
Agriculture	201	22.4	899	902
Foreign Investment Review Agency	12	21.8	55	55
Veterans Affairs	188	21.3	881	887
Fisheries and Oceans	167	21.1	790	790
National Defence (civilian)	369	19.5	1,889	1,891
Canadian Pension Commission	11	18.6	59	59
Indian Affairs and Northern Development	330	18.6	1,770	1,808
National Energy Board	14	11.9	118	119
Veterans' Land Administration	8	11.4	70	70
Canadian Grain Commission	2	6.5	31	34
Total	16,161	29.2	55,391	55,541

^aEmployees under the *Public Service Employment Act* only

Source: Department of Supply and Services

Table 25

Francophones in the Technical Category

Number and percentage of francophones in the Technical Category, by department, 1983

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Canadian International Development Agency	12	66.7	18	18
Secretary of State of Canada	27	65.9	41	41
Veterans Affairs	17	63.0	27	27
Privy Council Office	3	60.0	5	5
Canadian Radio-television and Telecommunications Commission	7	58.3	12	12
Public Service Commission	26	51.0	51	51
Departments with fewer than 100 employees	20	41.7	48	49
Employment and Immigration	30	39.5	76	76
Industry, Trade and Commerce	23	37.7	61	62
National Library of Canada	19	36.5	52	52
Public Archives of Canada	45	36.3	124	124
Statistics Canada	268	34.8	770	773
Finance	13	34.2	38	38
Ministry of State for Economic Development	1	33.3	3	3
Labour	12	32.4	37	37
Supply and Services	37	30.1	123	125
Correctional Service of Canada	27	30.0	90	91
Solicitor General	2	28.6	7	7
Consumer and Corporate Affairs	156	27.8	561	561
Justice	14	27.5	51	51
National Revenue (Customs and Excise, Taxation)	60	27.1	221	221
Treasury Board (Secretariat)	3	25.0	12	12
Agriculture	776	23.3	3,328	3,340
Energy, Mines and Resources	246	23.0	1,071	1,074
Communications	130	21.1	615	615
National Defence (civilian)	592	21.0	2,825	2,832
Public Works	238	21.0	1,136	1,141
Transport	1,657	19.2	8,615	8,625
National Health and Welfare	126	18.9	665	685
National Museums of Canada	44	17.1	257	257
External Affairs	25	16.9	148	148
Environment	475	16.4	2,899	2,903
Canadian Transport Commission	16	15.7	102	102
National Energy Board	4	13.3	30	30
Royal Canadian Mounted Police ^a	10	12.7	79	79
Indian Affairs and Northern Development	44	12.2	361	365
Fisheries and Oceans	175	8.9	1,962	1,963
Canadian Grain Commission	17	4.5	377	390
Canadian Human Rights Commission	0	0.0	1	1
Canadian Pension Commission	0	0.0	1	1
Federal Court	0	0.0	1	1
Foreign Investment Review Agency	0	0.0	4	4
National Parole Board	0	0.0	2	2
Office of the Commissioner of Official Languages	0	0.0	1	1
Science and Technology	0	0.0	2	2
Treasury Board (Office of the Comptroller General)	0	0.0	1	1
Total	5,397	20.1	26,911	26,998

^aEmployees under the *Public Service Employment Act* only

Source: Department of Supply and Services

Table 26

Francophones in the Administrative Support Category

Number and percentage of francophones in the Administrative Support Category, by department, 1983

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Office of the Commissioner of Official Languages	32	84.2	38	38
Secretary of State of Canada	729	68.6	1,062	1,062
Public Service Commission	522	67.9	769	769
Canadian International Development Agency	258	67.2	384	384
Canadian Radio-television and Telecommunications Commission	80	64.0	125	125
Privy Council Office	110	57.3	192	192
Departments with fewer than 100 employees	246	55.3	445	461
Ministry of State for Economic Development	45	52.9	85	85
Federal Court	42	52.5	80	80
Treasury Board (Secretariat)	107	52.5	204	204
Consumer and Corporate Affairs	467	51.3	910	913
National Library of Canada	111	50.9	218	218
Treasury Board (Office of the Comptroller General)	17	50.0	34	34
Finance	132	48.4	273	273
Canadian Transport Commission	126	46.7	270	271
Canadian Human Rights Commission	20	46.5	43	43
National Museums of Canada	96	45.1	213	213
Science and Technology	17	44.7	38	38
National Parole Board	70	44.3	158	158
Public Archives of Canada	155	42.3	366	366
Statistics Canada	861	40.9	2,105	2,167
Communications	251	40.5	620	621
Supply and Services	1,905	40.5	4,701	4,752
Justice	201	38.8	518	520
Solicitor General	38	38.8	98	100
Labour	122	38.1	320	320
Employment and Immigration	4,408	36.0	12,232	12,280
Industry, Trade and Commerce	320	35.3	906	920
Correctional Service of Canada	508	34.7	1,465	1,469
External Affairs	594	32.9	1,808	1,813
Energy, Mines and Resources	399	32.5	1,229	1,233
National Energy Board	37	29.8	124	124
Transport	955	29.5	3,232	3,245
Environment	561	29.2	1,920	1,925
Veterans Affairs	367	29.2	1,255	1,265
National Revenue (Customs and Excise, Taxation)	2,775	28.9	9,601	9,607
National Health and Welfare	1,022	27.9	3,661	3,721
Canadian Pension Commission	54	25.5	212	213
Agriculture	411	25.4	1,620	1,633
Public Works	359	25.1	1,429	1,448
Insurance	13	23.6	55	55
Royal Canadian Mounted Police ^a	670	22.7	2,953	2,955
Fisheries and Oceans	216	22.1	976	976
Indian Affairs and Northern Development	305	21.6	1,411	1,435
National Defence (civilian)	1,822	21.4	8,504	8,606
Foreign Investment Review Agency	9	19.1	47	47
Canadian Grain Commission	10	8.3	120	127
Veterans' Land Administration	7	7.3	96	96
Prairie Farm Rehabilitation Administration	0	0.0	86	103
Total	22,582	32.6	69,211	69,703

^aEmployees under the *Public Service Employment Act* only

Source: Department of Supply and Services

Table 27

Francophones in the Operational Category

Number and percentage of francophones in the Operational Category, by department, 1983

Department	Francophones		Anglophones and Francophones	Total employees in category
	No.	%		
Canadian International Development Agency	2	100.0	2	2
Office of the Commissioner of Official Languages	1	100.0	1	1
Treasury Board (Secretariat)	1	100.0	1	1
Secretary of State of Canada	6	85.7	7	7
Federal Court	9	81.8	11	11
Veterans Affairs	733	80.2	914	916
Public Service Commission	17	70.8	24	24
Labour	2	66.7	3	3
Supply and Services	904	62.6	1,445	1,449
Privy Council Office	9	60.0	15	22
Departments with fewer than 100 employees	33	57.9	57	57
Industry, Trade and Commerce	5	55.6	9	9
Finance	4	50.0	8	8
Foreign Investment Review Agency	1	50.0	2	2
National Library of Canada	1	50.0	2	2
Statistics Canada	14	45.2	31	31
Public Archives of Canada	16	44.4	36	36
National Museums of Canada	85	44.3	192	192
Employment and Immigration	29	42.0	69	70
External Affairs	70	39.1	179	181
National Revenue (Customs and Excise, Taxation)	98	35.3	278	278
Energy, Mines and Resources	87	33.9	257	257
Justice	3	33.3	9	9
Public Works	1,165	32.6	3,570	3,601
Correctional Service of Canada	1,932	32.3	5,989	5,996
Consumer and Corporate Affairs	10	31.3	32	32
Transport	1,225	22.6	5,429	5,449
Royal Canadian Mounted Police ^a	81	21.7	374	375
Communications	14	20.0	70	70
National Defence (civilian)	3,437	18.3	18,821	19,052
Agriculture	253	17.7	1,427	1,436
Environment	210	12.9	1,625	1,637
National Health and Welfare	92	12.0	769	813
Canadian Grain Commission	18	9.2	196	204
Indian Affairs and Northern Development	18	5.3	340	359
Fisheries and Oceans	23	3.4	683	683
National Energy Board	0	0.0	1	1
National Parole Board	0	0.0	1	1
Solicitor General	0	0.0	2	2
Treasury Board (Office of the Comptroller General)	0	0.0	1	1
Total	10,608	24.7	42,882	43,280

^aEmployees under the Public Service Employment Act only

Source: Department of Supply and Services

Table 28

Linguistic status of position, category and language group

Number and percentage of employees, by occupational category, linguistic status of the position and language group of employee, 1983

Occupational category	Linguistic status of position	Anglophones	Francophones		Anglophones and Francophones	Total ^a
		No.	No.	%		
Management	Bilingual	2,181	678	23.7	2,859	2,859
	English	648	9	1.4	657	657
	French	0	2	100.0	2	2
	English or French	96	29	23.2	125	125
	Total^b	3,106	761	19.7	3,867	3,867
Scientific and Professional	Bilingual	3,668	3,508	48.9	7,176	7,176
	English	12,277	254	2.0	12,531	12,531
	French	24	789	97.0	813	813
	English or French	650	147	18.4	797	797
	Total	17,458	4,814	21.6	22,272	22,484
Administrative and Foreign Service	Bilingual	8,848	12,471	58.5	21,319	21,319
	English	27,704	569	2.0	28,273	28,273
	French	59	2,257	97.5	2,316	2,316
	English or French	1,580	448	22.1	2,028	2,028
	Total	39,230	16,161	29.2	55,391	55,541
Technical	Bilingual	1,787	3,393	65.5	5,180	5,180
	English	18,067	496	2.7	18,563	18,563
	French	40	1,078	96.4	1,118	1,118
	English or French	1,095	307	21.9	1,402	1,402
	Total	21,514	5,397	20.1	26,911	26,998
Administrative Support	Bilingual	5,382	13,181	71.0	18,563	18,563
	English	35,770	1,544	4.1	37,314	37,314
	French	111	5,504	98.0	5,615	5,615
	English or French	2,787	1,398	33.4	4,185	4,185
	Total	46,629	22,582	32.6	69,211	69,703
Operational	Bilingual	698	2,046	74.6	2,744	2,744
	English	27,921	615	2.2	28,536	28,536
	French	168	5,606	97.1	5,774	5,774
	English or French	1,962	1,941	49.7	3,903	3,903
	Total	32,274	10,608	24.7	42,882	43,280
All Categories ^c	Bilingual	22,562	35,384	61.1	57,946	57,946
	English	122,425	3,485	2.8	125,910	125,910
	French	402	15,236	97.4	15,638	15,638
	English or French	8,173	4,269	34.3	12,442	12,442
	Grand total	160,251	60,417	27.4	220,668	222,044

^a 10,108 cases, the linguistic status of the position is not specified.

^b The sum of the totals does not agree with the grand total; the difference is 40. See Explanatory Notes.

^c Includes 211 employees whose positions are not classified in one of the six occupational categories.

Sources: Management Resources Information System (Management Category); Department of Supply and Services (all other categories)

Table 29**Appointments and type of employment**Number of appointments *to* and *within* the Public Service, by type of employment, 1982 and 1983

Type of employment	1982			1983		
	To the Public Service	Within the Public Service	Total ^a	To the Public Service	Within the Public Service	Total ^a
Indeterminate						
• Full-time	9,265	41,334	50,604	5,451	32,276	37,730
• Part-time	192	315	507	168	324	493
• Seasonal	663	363	1,028	452	331	783
Total^b	10,121	42,012	52,140	6,071	32,931	39,006
Specified period						
• Full-time	5,206	41,242	46,451	3,798	41,984	45,787
• Part-time	199	1,212	1,411	190	1,576	1,767
• Seasonal	11	16	27	7	18	25
Total^b	5,416	42,472	47,893	3,995	43,578	47,579
All types of employment						
• Full-time	14,472	82,581	97,061	9,249	74,263	83,520
• Part-time	391	1,527	1,918	358	1,900	2,260
• Seasonal	674	379	1,055	459	349	808
Grand total^c	15,538	84,490	100,041	10,066	76,512	86,588

^aIncludes 13 employees in 1982 and 10 in 1983 whose appointment documents do not specify *to* or *within* the Public Service.

^bThe sum of the totals does not agree with the grand total because, in 8 appointments in 1982 and 3 in 1983, type of employment (indeterminate or specified period) was not specified on appointment documents.

^cIncludes 7 appointments in 1982 for which type of employment (full-time, part-time or seasonal) was not specified on appointment documents.

Table 30

Appointments and category

Number and percentage of appointments *to* and *within* the Public Service, by category and type of appointment, 1982 and 1983

1982														
Occupational category	Appointments within the Public Service													
	Type of appointment ^a													
	Appointments to the Public Service		Promotions		Lateral transfers or redeployments		Reappointments		Downward transfers		Demotions		Total ^b	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Management	69	0.4	409	1.6	227	1.1	0	0.0	13	0.5	0	0.0	718	0.7
Scientific and Professional	2,409	15.5	2,505	9.5	1,450	6.8	935	2.7	142	5.4	1	20.0	7,444	7.4
Administrative and Foreign Service	3,226	20.8	8,399	31.9	4,079	19.3	1,846	5.4	648	24.5	0	0.0	18,204	18.2
Technical	2,165	13.9	3,321	12.6	1,827	8.6	1,761	5.1	264	10.0	0	0.0	9,347	9.3
Administrative Support	4,936	31.8	9,062	34.4	10,332	48.8	21,838	63.7	1,177	44.5	1	20.0	47,355	47.3
Operational	2,695	17.3	2,663	10.1	3,257	15.4	7,908	23.1	402	15.2	3	60.0	16,931	16.9
Total^c	15,538	100.0	26,360	100.0	21,172	100.0	34,289	100.0	2,647	100.0	5	100.0	100,041	100.0
1983														
Management	71	0.7	580	2.9	466	2.6	0	0.0	10	0.4	0	0.0	1,127	1.3
Scientific and Professional	1,627	16.2	1,916	9.6	1,142	6.3	1,054	2.9	148	6.4	0	0.0	5,888	6.8
Administrative and Foreign Service	1,904	18.9	6,213	31.1	3,657	20.2	3,278	9.1	542	23.3	1	25.0	15,616	18.0
Technical	1,099	10.9	2,402	12.0	1,675	9.2	1,612	4.5	165	7.1	1	25.0	6,964	8.0
Administrative Support	3,004	29.8	6,522	32.7	8,093	44.7	24,334	67.4	1,012	43.5	2	50.0	42,976	49.6
Operational	2,340	23.2	2,310	11.6	3,077	17.0	5,810	16.1	446	19.2	0	0.0	13,987	16.2
Total^c	10,066	100.0	19,949	100.0	18,110	100.0	36,088	100.0	2,324	100.0	4	100.0	86,588	100.0

^a See Explanatory Notes.

^b Includes 30 appointments in 1982 and 47 in 1983 for which type of appointment was not specified on appointment documents.

^c Includes 42 employees in 1982 and 30 in 1983 whose positions are not classified in one of six occupational categories.

Table 31

Appointments and employee mobility

Number and percentage of appointments *within* the Public Service, by employee mobility and type of appointment, 1982 and 1983

Employee mobility	1982											
	Type of appointment ^a											
	Promotions		Lateral transfers or redeployments		Reappointments		Downward transfers		Demotions		Total ^b	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Interdepartmental	2,255	8.6	2,551	12.0	1	0.0	493	18.6	0	0.0	5,301	6.3
Intradepartmental	24,104	91.4	18,616	87.9	34,288	100.0	2,154	81.4	5	100.0	79,182	93.7
Total^c	26,360	100.0	21,172	100.0	34,289	100.0	2,647	100.0	5	100.0	84,490	100.0
Change of group or sub-group	8,196	31.1	514	2.4	18	0.1	1,562	59.0	2	40.0	10,294	12.2
No change of group or sub-group	18,138	68.8	20,652	97.5	34,264	99.9	1,083	40.9	3	60.0	74,152	87.8
Total^d	26,360	100.0	21,172	100.0	34,289	100.0	2,647	100.0	5	100.0	84,490	100.0
Indeterminate to indeterminate	21,668	82.2	9,373	44.3	0	0.0	1,725	65.2	5	100.0	32,781	38.8
Indeterminate to specified period	225	0.9	291	1.4	3	0.0	110	4.2	0	0.0	630	0.7
Specified period to indeterminate	2,707	10.3	6,183	29.2	2	0.0	338	12.8	0	0.0	9,231	10.9
Specified period to specified period	1,760	6.7	5,320	25.1	34,283	100.0	474	17.9	0	0.0	41,842	49.5
Total^e	26,360	100.0	21,172	100.0	34,289	100.0	2,647	100.0	5	100.0	84,490	100.0
Employee mobility	1983											
	Type of appointment ^a											
	Promotions		Lateral transfers or redeployments		Reappointments		Downward transfers		Demotions		Total ^b	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Interdepartmental	1,504	7.5	2,102	11.6	0	0.0	478	20.6	0	0.0	4,092	5.3
Intradepartmental	18,444	92.5	15,998	88.3	36,086	100.0	1,846	79.4	4	100.0	72,406	94.6
Total^c	19,949	100.0	18,110	100.0	36,088	100.0	2,324	100.0	4	100.0	76,512	100.0
Change of group or sub-group	6,503	32.6	665	3.7	5	0.0	1,265	54.4	2	50.0	8,453	11.0
No change of group or sub-group	13,397	67.2	17,428	96.2	36,050	99.9	1,058	45.5	2	50.0	67,944	88.8
Total^d	19,949	100.0	18,110	100.0	36,088	100.0	2,324	100.0	4	100.0	76,512	100.0
Indeterminate to indeterminate	16,221	81.3	8,117	44.8	1	0.0	1,492	64.2	4	100.0	25,853	33.8
Indeterminate to specified period	158	0.8	279	1.5	0	0.0	127	5.5	0	0.0	570	0.7
Specified period to indeterminate	1,984	9.9	4,792	26.5	2	0.0	300	12.9	0	0.0	7,078	9.3
Specified period to specified period	1,584	7.9	4,922	27.2	36,085	100.0	404	17.4	0	0.0	43,008	56.2
Total^e	19,949	100.0	18,110	100.0	36,088	100.0	2,324	100.0	4	100.0	76,512	100.0

^aSee Explanatory Notes.

^bIncludes 17 appointments in 1982 and 37 in 1983 for which type of appointment was not specified on appointment documents.

^cThe sum of the totals does not agree with the sum of all types of appointment because, in 7 cases in 1982 and 14 in 1983, department was not specified on appointment documents.

^dThe sum of the totals does not agree with the sum of all types of appointments because, in 44 cases in 1982 and 115 in 1983, change of group was not specified on appointment documents.

^eThe sum of the totals does not agree with the sum of all types of appointments because, in 6 cases in 1982 and 3 in 1983, type of employment was not specified on appointment documents.

Table 32

Appointments and selection process

Number and percentage of appointments *within* the Public Service, by selection process and type of appointment, 1982 and 1983

Selection process	1982											
	Type of appointment ^a											
	Promotions		Lateral transfers or redeployments		Reappointments		Downward transfers		Demotions		Total ^b	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
With competition												
• poster	17,630	66.9	6,647	31.4	1,441	4.2	681	25.7	0	0.0	26,401	31.2
• inventory	3,105	11.8	5,242	24.8	30,191	88.0	530	20.0	0	0.0	39,075	46.2
Without competition												
• reclassification	5,225	19.8	53	0.3	3	0.0	100	3.8	0	0.0	5,382	6.4
• other processes	395	1.5	9,228	43.6	2,653	7.7	1,335	50.4	5	100.0	13,621	16.1
Total^c	26,360	100.0	21,172	100.0	34,289	100.0	2,647	100.0	5	100.0	84,490	100.0
Selection process	1983											
	Type of appointment ^a											
	Promotions		Lateral transfers or redeployments		Reappointments		Downward transfers		Demotions		Total ^b	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
With competition												
• poster	12,415	62.2	4,750	26.2	1,520	4.2	528	22.7	0	0.0	19,217	25.1
• inventory	2,492	12.5	3,617	20.0	16,504	45.7	399	17.2	0	0.0	23,028	30.0
Without competition												
• reclassification	4,512	22.6	260	1.4	0	0.0	79	3.4	0	0.0	4,856	6.3
• other processes	529	2.7	9,482	52.4	18,064	50.1	1,318	56.7	4	100.0	29,408	38.4
Total^c	19,949	100.0	18,110	100.0	36,088	100.0	2,324	100.0	4	100.0	76,512	100.0

^a Explanatory Notes.

^b Includes 17 appointments in 1982 and 37 in 1983 for which type of appointment was not specified on appointment documents.

^c Includes 11 appointments in 1982 and 3 in 1983 for which selection process was not specified on appointment documents.

Table 33

Appointments, geographic area and sex

Number and percentage of appointments to and within the Public Service, by geographic area and sex, 1982 and 1983

Geographic area	1982									
	To the Public Service				Within the Public Service				Grand total ^a	
	Men	Women		Total ^a	Men	Women		Total ^a	No.	%
	No.	No.	%	Total ^a	No.	No.	%	Total ^a	No.	%
Newfoundland	168	80	26.5	302	1,249	986	43.1	2,289	2,591	2
Prince Edward Island	64	60	48.0	125	304	289	48.7	594	719	0
Nova Scotia	566	194	24.4	796	3,701	1,720	30.5	5,645	6,441	6
New Brunswick	231	148	34.3	431	1,303	1,445	52.4	2,758	3,189	3
Quebec (except NCR)	771	527	39.5	1,334	5,382	7,123	56.5	12,597	13,933	13
Ontario (except NCR)	1,071	931	44.7	2,082	5,111	7,181	57.7	12,438	14,524	14
Manitoba	382	385	47.5	810	1,406	1,727	54.5	3,166	3,976	4
Saskatchewan	248	298	53.2	560	649	827	55.4	1,494	2,054	2
Alberta	961	828	45.0	1,838	1,853	2,109	52.8	3,991	5,830	5
British Columbia	881	764	45.4	1,681	3,921	3,711	48.4	7,661	9,342	9
Yukon Territory	75	75	46.0	163	162	155	48.7	318	481	0
Northwest Territories	189	230	52.8	436	289	311	51.3	606	1,045	1
National Capital Region	2,176	2,382	49.7	4,788	11,971	18,150	59.4	30,545	35,335	35
Outside Canada	78	99	51.6	192	258	123	31.9	386	578	0
Total^b	7,861	7,001	45.1	15,538	37,560	45,858	54.3	84,490	100,041	100
Geographic area	1983									
	To the Public Service				Within the Public Service				Grand total ^a	
	Men	Women		Total ^a	Men	Women		Total ^a	No.	%
	No.	No.	%	Total ^a	No.	No.	%	Total ^a	No.	%
Newfoundland	117	67	28.0	239	1,063	739	39.9	1,853	2,092	2
Prince Edward Island	63	36	31.0	116	306	371	54.2	685	801	0
Nova Scotia	473	202	26.0	778	2,857	1,334	29.6	4,504	5,282	6
New Brunswick	178	90	29.9	301	1,031	1,302	55.4	2,350	2,652	3
Quebec (except NCR)	508	456	45.1	1,012	5,334	7,191	56.8	12,666	13,679	15
Ontario (except NCR)	739	621	42.8	1,452	4,221	6,568	58.8	11,165	12,619	14
Manitoba	236	264	47.6	555	1,326	2,159	60.7	3,554	4,109	4
Saskatchewan	208	235	51.5	456	579	856	59.1	1,449	1,905	2
Alberta	459	430	47.2	911	1,646	2,138	56.2	3,805	4,716	5
British Columbia	486	454	46.9	969	3,237	3,454	51.2	6,746	7,716	8
Yukon Territory	36	67	61.5	109	113	220	65.5	336	445	0
Northwest Territories	142	178	55.1	323	191	255	57.2	446	769	0
National Capital Region	1,237	1,421	50.8	2,798	9,953	16,309	61.6	26,457	29,260	33
Outside Canada	20	25	53.2	47	337	156	31.5	495	542	0
Total^b	4,902	4,546	45.2	10,066	32,194	43,053	56.3	76,512	86,588	100

^aIncludes 1,749 employees in 1982 and 1,883 in 1983 whose sex was not specified on the appointment document; includes 13 appointments in 1982 and 10 in 1983 for which documents did not specify to or within the Public Service.

^bIncludes 3 appointments in 1982 and 1 in 1983 for which geographic area was not specified.

Table 34

Appointments, geographic area and language group

Number and percentage of appointments to and within the Public Service, by geographic area and language group, 1982 and 1983

Geographic area	1982									
	To the Public Service				Within the Public Service				Grand total ^a	
	Anglophones		Francophones		Anglophones		Francophones			
	No.	No.	%	Total ^a	No.	No.	%	Total ^a	No.	%
Newfoundland	279	3	1.1	302	2,245	10	0.4	2,289	2,591	2.6
Prince Edward Island	109	16	12.8	125	540	53	8.9	594	719	0.7
Nova Scotia	724	66	8.4	796	5,549	80	1.4	5,645	6,441	6.4
New Brunswick	283	129	31.3	431	1,918	835	30.3	2,758	3,189	3.2
Quebec (except NCR)	70	1,248	94.7	1,334	477	12,044	96.2	12,597	13,933	13.9
Ontario (except NCR)	1,883	151	7.4	2,082	11,851	495	4.0	12,438	14,524	14.5
Manitoba	757	31	3.9	810	3,067	83	2.6	3,166	3,976	4.0
Saskatchewan	556	3	0.5	560	1,474	10	0.7	1,494	2,054	2.1
Alberta	1,787	42	2.3	1,838	3,940	46	1.2	3,991	5,830	5.8
British Columbia	1,651	18	1.1	1,681	7,592	58	0.8	7,661	9,342	9.3
Yukon Territory	149	0	0.0	163	315	3	0.9	318	481	0.5
Northwest Territories	417	5	1.2	436	585	19	3.1	606	1,045	1.0
National Capital Region	2,952	1,810	38.0	4,788	19,271	11,143	36.6	30,545	35,335	35.3
Outside Canada	146	45	23.6	192	295	91	23.6	386	578	0.6
Total ^b	11,763	3,567	23.3	15,538	59,120	24,971	29.7	84,490	100,041	100.0
Geographic area	1983									
	To the Public Service				Within the Public Service				Grand total ^a	
	Anglophones		Francophones		Anglophones		Francophones			
	No.	No.	%	Total ^a	No.	No.	%	Total ^a	No.	%
Newfoundland	218	6	2.7	239	1,821	11	0.6	1,853	2,092	2.4
Prince Edward Island	99	13	11.6	116	619	64	9.4	685	801	0.9
Nova Scotia	705	55	7.2	778	4,371	77	1.7	4,504	5,282	6.1
New Brunswick	197	96	32.8	301	1,553	790	33.7	2,350	2,652	3.1
Quebec (except NCR)	66	922	93.3	1,012	383	12,220	97.0	12,666	13,679	15.8
Ontario (except NCR)	1,312	103	7.3	1,452	10,421	522	4.8	11,165	12,619	14.6
Manitoba	487	32	6.2	555	3,397	106	3.0	3,554	4,109	4.7
Saskatchewan	442	9	2.0	456	1,428	12	0.8	1,449	1,905	2.2
Alberta	886	18	2.0	911	3,742	52	1.4	3,805	4,716	5.4
British Columbia	950	13	1.3	969	6,686	43	0.6	6,746	7,716	8.9
Yukon Territory	105	0	0.0	109	335	0	0.0	336	445	0.5
Northwest Territories	320	3	0.9	323	432	14	3.1	446	769	0.9
National Capital Region	1,690	1,064	38.6	2,798	16,426	9,983	37.8	26,457	29,260	33.8
Outside Canada	32	15	31.9	47	361	134	27.1	495	542	0.6
Total ^b	7,509	2,349	23.8	10,066	51,976	24,028	31.6	76,512	86,588	100.0

^aIncludes 608 employees in 1982 and 716 in 1983 whose first official language was not specified on appointment documents; includes 13 appointments in 1982 and 10 in 1983 for which documents did not specify to or within the Public Service.

^bIncludes 3 appointments in 1982 and 1 in 1983 for which geographic area was not specified on appointment documents.

Table 35

Appointments, category, linguistic status of position and language group

Number and percentage of appointments *to* and *within* the Public Service, by occupational category, linguistic status of position and language group of employee, 1982 and 1983

Occupational category		Linguistic status of position		1982									
				To the Public Service				Within the Public Service				Grand total ^b	
				Anglo-phones	Franco-phones		Total ^b	Anglo-phones	Franco-phones		Total ^b		
					No.	% ^a			No.	% ^a			
Management	Bilingual	39	18	31.6	57	375	114	23.3	490	547	71		
	English	11	0	0.0	11	103	1	1.0	104	115	11		
	French	0	0	0.0	0	0	1	100.0	1	1	1		
	English or French	1	0	0.0	1	4	1	20.0	5	6	1		
	Total^c	51	18	26.1	69	523	125	19.3	649	718	100		
Scientific and Professional	Bilingual	110	219	66.6	334	745	599	44.6	1,344	1,678	21		
	English	1,514	76	4.8	1,611	2,987	120	3.9	3,116	4,727	62		
	French	5	227	97.8	232	8	240	96.8	249	481	10		
	English or French	152	79	34.2	232	223	97	30.3	320	552	10		
	Total^c	1,781	601	25.2	2,409	3,964	1,061	21.1	5,035	7,444	100		
Administrative and Foreign Services	Bilingual	214	456	68.1	677	2,528	3,298	56.6	5,830	6,507	31		
	English	1,908	69	3.5	2,008	7,631	203	2.6	7,851	9,860	55		
	French	2	154	98.7	158	8	791	99.0	803	961	10		
	English or French	183	84	31.5	268	232	93	28.6	325	593	10		
	Total^c	2,398	787	24.7	3,226	10,534	4,418	29.5	14,977	18,204	100		
Technical	Bilingual	35	220	86.3	265	397	788	66.5	1,187	1,452	11		
	English	1,522	47	3.0	1,587	4,990	126	2.5	5,133	6,724	7		
	French	1	105	99.1	106	9	412	97.9	426	532	10		
	English or French	134	67	33.3	203	294	128	30.3	425	628	10		
	Total^c	1,694	441	20.7	2,165	5,694	1,457	20.4	7,178	9,347	100		
Administrative Support	Bilingual	276	927	77.1	1,214	1,951	6,349	76.5	8,315	9,529	21		
	English	2,969	92	3.0	3,107	22,249	985	4.2	23,343	26,452	51		
	French	2	214	99.1	218	45	5,445	99.2	5,547	5,767	10		
	English or French	218	94	30.1	314	3,062	1,884	38.1	5,016	5,330	10		
	Total^c	3,527	1,348	27.7	4,936	27,449	14,714	34.9	42,414	47,355	100		
Operational	Bilingual	15	48	76.2	63	88	251	74.0	340	403	10		
	English	2,162	29	1.3	2,224	10,142	129	1.3	10,322	12,548	7		
	French	2	228	99.1	231	43	2,074	98.0	2,124	2,355	10		
	English or French	107	66	38.2	174	673	740	52.4	1,439	1,613	10		
	Total^c	2,288	372	14.0	2,695	10,954	3,194	22.6	14,233	16,931	100		
All Categories ^d	Bilingual	689	1,888	73.3	2,610	6,084	11,399	65.2	17,506	20,116	21		
	English	10,110	313	3.0	10,586	48,104	1,564	3.1	49,871	60,466	61		
	French	12	928	98.7	945	113	8,965	98.8	9,152	10,099	10		
	English or French	795	390	32.9	1,192	4,488	2,943	39.6	7,530	8,722	10		
	Grand total	11,763	3,567	23.3	15,538	59,120	24,971	29.7	84,490	100,041	100		

^aPercentage of francophones is based on the total of employees whose first official language is specified on appointment documents.

^bIncludes 608 employees in 1982 and 716 in 1983 whose first official language was not specified on appointment documents; includes 13 appointments in 1982 and 10 in 1983 for which documents did not specify *to* or *within* the Public Service.

^cIncludes 638 appointments in 1982 and 531 in 1983 for which the linguistic status of the position was not specified.

^dIncludes 42 appointments in 1982 and 6 in 1983 to positions that are not classified in one of the six occupational categories.

1983									
To the Public Service				Within the Public Service					
Anglo- phones	Franco- phones			Total ^b	Anglo- phones	Franco- phones		Grand total ^a	
No.	No.	% ^a	No.		No.	% ^a	Total ^b	No.	%
38	17	30.9	55	590	232	28.2	822	877	77.8
15	0	0.0	15	200	4	2.0	204	219	19.4
0	1	100.0	1	0	1	100.0	1	2	0.2
0	0	0.0	0	6	0	0.0	6	6	0.5
53	18	25.4	71	815	241	22.8	1,056	1,127	100.0
76	175	69.7	256	577	622	51.9	1,203	1,459	24.8
1,021	28	2.7	1,103	2,362	104	4.2	2,474	3,578	60.8
3	100	97.1	104	11	242	95.7	254	358	6.1
118	40	25.3	164	218	110	33.5	329	493	8.4
1,218	343	22.0	1,627	3,168	1,078	25.4	4,260	5,888	100.0
179	342	65.6	525	2,157	3,007	58.2	5,169	5,697	36.5
1,181	36	3.0	1,229	6,556	178	2.6	6,760	7,989	51.2
0	63	100.0	65	23	1,187	98.1	1,215	1,280	8.2
39	24	38.1	66	228	75	24.8	303	369	2.4
1,413	470	25.0	1,904	9,159	4,514	33.0	13,709	15,616	100.0
30	105	77.8	136	246	585	70.4	833	969	13.9
704	23	3.2	748	4,191	99	2.3	4,322	5,070	72.8
2	62	96.9	65	5	367	98.7	372	437	6.3
111	36	24.5	147	234	95	28.9	332	479	6.9
849	227	21.1	1,099	4,678	1,150	19.7	5,865	6,964	100.0
199	633	76.1	847	1,810	5,834	76.3	7,658	8,507	19.8
1,728	43	2.4	1,801	21,180	858	3.9	22,237	24,039	55.9
1	196	99.5	200	64	5,867	98.9	5,976	6,177	14.4
92	42	31.3	134	2,223	1,690	43.2	3,919	4,054	9.4
2,034	922	31.2	3,004	25,398	14,305	36.0	39,967	42,976	100.0
19	59	75.6	78	78	244	75.8	324	402	2.9
1,842	30	1.6	1,906	8,151	94	1.1	8,383	10,290	73.6
4	218	98.2	224	15	1,870	99.2	1,887	2,111	15.1
60	62	50.8	132	491	527	51.8	1,033	1,165	8.3
1,925	369	16.1	2,340	8,750	2,739	23.8	11,646	13,987	100.0
541	1,331	71.1	1,897	5,458	10,525	65.9	16,010	17,912	20.7
6,508	160	2.4	6,823	42,648	1,337	3.0	44,388	51,214	59.1
10	640	98.5	659	118	9,534	98.8	9,705	10,365	12.0
420	204	32.7	643	3,400	2,497	42.3	5,922	6,566	7.6
7,509	2,349	23.8	10,066	51,976	24,028	31.6	76,512	86,588	100.0

Table 36

Appointments and bilingual positions (imperative staffing)

Number and percentage of appointments to and within the Public Service to bilingual positions (imperative staffing), by occupational category, type of employment and language group, 1983

Occupational category	Type of employment	Anglophones			Francophones		Total ^a	
		No.	No.	%	No.	%	No.	%
Management	Indeterminate	68	107	99.1	175		175	97.8
	Specified period ^b	3	1	0.9	4		4	2.2
	Total	71	108	100.0	179		179	100.0
Scientific and Professional	Indeterminate	99	200	49.3	299		299	52.1
	Specified period ^b	64	206	50.7	275		275	47.9
	Total	163	406	100.0	574		574	100.0
Administrative and Foreign Service	Indeterminate	510	1,163	60.5	1,674		1,674	61.3
	Specified period ^b	289	760	39.5	1,055		1,055	38.7
	Total	799	1,923	100.0	2,729		2,729	100.0
Technical	Indeterminate	51	121	47.3	172		172	50.3
	Specified period ^b	32	135	52.7	170		170	49.7
	Total	83	256	100.0	342		342	100.0
Administrative Support	Indeterminate	362	1,347	26.5	1,715		1,715	26.6
	Specified period ^b	964	3,738	73.5	4,723		4,723	73.4
	Total	1,326	5,085	100.0	6,438		6,438	100.0
Operational	Indeterminate	26	75	46.6	101		101	48.8
	Specified period ^b	19	86	53.4	106		106	51.2
	Total	45	161	100.0	207		207	100.0
All categories	Indeterminate	1,116	3,013	37.9	4,136		4,136	39.5
	Specified period ^b	1,371	4,927	62.1	6,334		6,334	60.5
	Grand total^c	2,487	7,940	100.0	10,470		10,470	100.0

^aIncludes 43 employees whose first official language was not specified on appointment documents.

^bNo candidate may be appointed to a specified period position unless its language requirements are met.

^cIncludes 1 employee whose occupational category was not specified on appointment document.

Table 37

Appointments and bilingual positions (non-imperative staffing)

Number and percentage of appointments to and within the Public Service to bilingual positions (non-imperative staffing), by occupational category, status of appointee and language group, 1983

Occupational category	Status of appointee as to linguistic requirements of position	Anglophones	Francophones		Total ^a	
		No.	No.	%	No.	%
Management	Met	334	136	96.5	470	67.3
	Must meet	121	2	1.4	123	17.6
	Not required to meet ^b	99	3	2.1	102	14.6
	Total	557	141	100.0	698	100.0
Scientific and Professional	Met	251	331	84.7	586	66.2
	Must meet	195	40	10.2	235	26.6
	Not required to meet ^b	44	20	5.1	64	7.2
	Total	490	391	100.0	885	100.0
Administrative and Foreign Service	Met	873	1,299	91.0	2,173	73.2
	Must meet	500	107	7.5	608	20.5
	Not required to meet ^b	165	21	1.5	186	6.3
	Total	1,539	1,427	100.0	2,968	100.0
Technical	Met	90	366	84.3	456	72.7
	Must meet	64	58	13.4	122	19.5
	Not required to meet ^b	39	10	2.3	49	7.8
	Total	193	434	100.0	627	100.0
Administrative Support	Met	322	1,197	86.5	1,520	73.5
	Must meet	283	142	10.3	426	20.6
	Not required to meet ^b	78	45	3.3	123	5.9
	Total	683	1,384	100.0	2,069	100.0
Operational	Met	23	109	76.8	133	68.2
	Must meet	11	21	14.8	32	16.4
	Not required to meet ^b	18	12	8.5	30	15.4
	Total	52	142	100.0	195	100.0
All categories	Met	1,893	3,438	87.7	5,338	71.7
	Must meet	1,174	370	9.4	1,546	20.8
	Not required to meet ^b	443	111	2.8	554	7.4
	Grand total^c	3,514	3,919	100.0	7,442	100.0

^aIncludes 9 employees whose first official language was not specified on appointment documents.

^bConsists of incumbents authorized by the *Public Service Official Languages Exclusion Approval Order* to occupy a bilingual position without meeting its linguistic requirement, although some incumbents may express the willingness to meet the requirement. In addition to these unilingual incumbents, this group consists of bilingual employees whose linguistic status is lower than the requirements of the position.

^cIncludes 4 employees whose status as to linguistic requirements of position was not specified on appointment documents.

Table 38**Appointments and university graduates**

Number and percentage of university graduates and of appointments made through the university recruitment program, by geographic area in which last degree was obtained, language group and sex, 1983

Geographic area	Graduates ^a				Appointments				Total
	Men	Women	Total		Anglo-phones	Franco-phones	Men	Women	
			No.	%					
Newfoundland	775	695	1,470	1.4	22	—	12	10	22
Prince Edward Island	110	120	230	0.2	7	—	5	2	7
Nova Scotia	2,150	2,305	4,455	4.3	26	6	19	13	32
New Brunswick	1,235	1,260	2,495	2.4	16	14	17	13	30
Quebec	13,970	13,240	27,210	26.3	18	97	72	43	115
Ontario	22,730	22,450	45,180	43.7	195	35	112	118	230
Manitoba	2,165	2,015	4,180	4.1	27	2	25	4	29
Saskatchewan	1,715	1,785	3,500	3.4	4	—	1	3	4
Alberta	3,665	3,420	7,085	6.9	30	—	23	7	30
British Columbia	3,925	3,660	7,585	7.3	18	1	13	6	19
Outside Canada ^b	—	—	—	—	4	—	3	1	4
Total	52,440	50,950	103,390	100.0	367	155	302	220	522

^aData on graduates for the 1983 academic year came from Statistics Canada.

^bCanadians studying outside Canada.

Table 39**Appointments, applications and university graduates**

Number of applications and university graduates appointed through the university recruitment program, by occupational field, language group and sex, 1982 and 1983

Occupational field	1982									
	Applications					Appointments				
	Anglo-phones	Franco-phones	Men	Women	Total ^a	Anglo-phones	Franco-phones	Men	Women	Total
Administrative	2,174	1,211	1,831	1,554	3,385	123	64	86	101	187
Foreign Service	2,252	725	1,998	979	2,977	105	21	89	37	126
Auditing and Accounting ^b	1,564	1,143	1,833	874	2,707	130	93	146	77	223
Pure and Applied Sciences	1,299	739	1,687	351	2,038	146	142	220	68	288
Computer Systems	332	91	288	135	423	45	29	42	32	74
Social Economic	430	223	449	204	653	6	5	8	3	11
Total	8,051	4,132	8,086	4,097	12,183	555	354	591	318	909
Occupational field	1983									
	Anglo-phones	Franco-phones	Men	Women	Total ^a	Anglo-phones	Franco-phones	Men	Women	Total
	Anglo-phones	Franco-phones	Men	Women	Total ^a	Anglo-phones	Franco-phones	Men	Women	Total
Administrative	3,224	1,714	2,740	2,198	4,938	150	45	88	107	197
Foreign Service	3,097	1,394	3,044	1,447	4,491	15	8	15	8	23
Auditing and Accounting	3,017	1,574	3,166	1,425	4,591	21	11	22	10	32
Pure and Applied Sciences	2,547	1,386	3,254	679	3,933	125	64	140	49	189
Computer Systems	648	266	645	269	914	12	8	8	12	24
Social Economic	624	330	644	310	954	44	19	29	34	63
Total	13,157	6,664	13,493	6,328	19,821	367	155	302	220	522

^aThe total number of applications exceeds the total number of applicants as some applicants sent in more than one application.

^bIncludes 24 appointments in 1982 to the Office of the Auditor General of Canada.

Table 40

Appointments and applications, community college and CEGEP graduates

Number of applications and graduates appointed through the community college and CEGEP recruitment program, by occupational field, language group and sex, 1982 and 1983

Occupational field	1982									
	Applications					Appointments				
	Anglo-phones	Franco-phones	Men	Women	Total	Anglo-phones	Franco-phones	Men	Women	Total
Management Sciences	818	30	406	442	848	70	1	33	38	71
Liberal and Applied Sciences	1,779	214	1,851	142	1,993	161	8	162	7	169
Computer Systems	505	169	434	240	674	59	31	39	51	90
Total	3,102	413	2,691	824	3,515	290	40	234	96	330
Occupational field	1983									
	Anglo-phones	Franco-phones	Men	Women	Total	Anglo-phones	Franco-phones	Men	Women	Total
	Anglo-phones	Franco-phones	Men	Women	Total	Anglo-phones	Franco-phones	Men	Women	Total
Management Sciences	79	9	43	45	88	26	4	13	17	30
Liberal and Applied Sciences	645	6	630	21	651	51	4	38	17	55
Computer Systems	42	21	59	4	63	14	11	16	9	25
Total	766	36	732	70	802	91	19	67	43	110

Table 41

Appointments and career-oriented summer employment

Number of students appointed through the career-oriented summer employment program, by occupational field, type of institution, language group and sex, 1982 and 1983

Occupational field	1982					1983				
	Anglo-phones	Franco-phones	Men	Women	Total	Anglo-phones	Franco-phones	Men	Women	Total
	Anglo-phones	Franco-phones	Men	Women	Total	Anglo-phones	Franco-phones	Men	Women	Total
Social Sciences and Administration	840	354	521	673	1,194	2,413	1,061	1,461	2,013	3,474
Liberal and Applied Sciences	1,962	636	1,595	1,003	2,598	2,107	774	1,757	1,124	2,881
Total	2,802	990	2,116	1,676	3,792	4,520	1,835	3,218	3,137	6,355
Institution	1982					1983				
	Anglo-phones	Franco-phones	Men	Women	Total	Anglo-phones	Franco-phones	Men	Women	Total
	Anglo-phones	Franco-phones	Men	Women	Total	Anglo-phones	Franco-phones	Men	Women	Total
University	2,500	804	1,834	1,470	3,304	4,036	1,475	2,762	2,749	5,511
Community College and CEGEP	302	186	282	206	488	484	360	456	388	844
Total	2,802	990	2,116	1,676	3,792	4,520	1,835	3,218	3,137	6,355

Table 42

Appeals and yearly change

Number of appeals against selection processes and recommendations for release or demotion, and yearly change in percentage, from 1973 to 1983

Year	Appeals against			Yearly change %
	Selection processes ^a	Recommendations for release or demotion ^b	Total	
1973	3,019	42	3,061	+21.6
1974	4,072	53	4,125	+34.8
1975	3,377	40	3,417	-17.2
1976	2,746	64	2,810	-17.8
1977	3,485	74	3,559	+26.7
1978	2,687	115	2,802	-21.3
1979	2,293	146	2,439	-13.0
1980	3,250	125	3,375	+38.4
1981 ^c	3,398	113	3,511	+4.0
1982 ^c	2,813	72	2,885	-17.8
1983	2,331	69	2,400	-16.8

^aSection 21, *Public Service Employment Act*

^bSection 31, *Public Service Employment Act*

^cIncludes 411 appeals in 1981 and 70 in 1982 which involved the Canada Post Corporation.

Table 43

Appeals and category

Number of selection processes appealed; disposition of appeals and of appeal board decisions, by occupational category and sex, 1983

Occupational category	Selection processes disposed of		Disposition of decisions						Grand total
			Appeals allowed		Appeals not allowed ^a		Total		
	Total ^b	Allowed	Men	Women	Men	Women	Men	Women	
Management	14	0	0	0	13	1	13	1	
Scientific and Professional	76	11	12	1	73	29	85	30	
Administrative and Foreign Service	547	68	86	37	594	270	680	307	
Technical	169	16	21	1	310	14	331	15	
Administrative Support	309	42	13	47	144	317	157	364	
Operational	218	40	69	8	223	48	292	56	
Total	1,333	177	201	94	1,357	679	1,558	773	

^aIncludes appeals that were dismissed or otherwise disposed of by an appeal board with or without an oral hearing, because the appellant withdrew the appeal or had no right to appeal.

^bThe number of selection processes disposed of is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

Table 44

Appeals and department

Number of selection processes appealed; disposition of appeals and of appeal board decisions, by department and sex, 1983

Department	Disposition of decisions									
	Selection processes disposed of		Appeals allowed		Appeals not allowed ^a		Total		Grand total ^b	
							Men	Women		
	Total ^b	Allowed	Men	Women	Men	Women	Men	Women		
Agriculture	39	5	2	3	45	9	47	12	59	
Canadian Human Rights Commission	1	0	0	0	0	1	0	1	1	
Canadian International Development Agency	3	0	0	0	2	2	2	2	4	
Canadian Pension Commission	1	0	0	0	1	0	1	0	1	
Canadian Transport Commission	5	1	2	0	5	0	7	0	7	
Canadian Radio-television and Telecommunications Commission	1	0	0	0	1	0	1	0	1	
Communications	7	0	0	0	5	2	5	2	7	
Consumer and Corporate Affairs	23	7	6	3	14	5	20	8	28	
Corrections Service of Canada	51	11	29	3	49	8	78	11	89	
Employment and Immigration	305	51	28	54	258	279	286	333	619	
Energy, Mines and Resources	17	4	3	2	13	1	16	3	19	
Environment	62	9	8	1	59	10	67	11	78	
External Affairs	20	4	6	2	78	26	84	28	112	
Federal Court	1	0	0	0	0	2	0	2	2	
Fisheries and Oceans	24	0	0	0	25	3	25	3	28	
Indian Affairs and Northern Development	36	3	3	0	26	10	29	10	39	
Industry, Trade and Commerce	4	0	0	0	2	2	2	2	4	
Justice	5	2	1	1	1	3	2	4	6	
Labour	9	0	0	0	7	4	7	4	11	
Ministry of State for Economic Development	1	0	0	0	1	0	1	0	1	
Ministry of State for Social Development	1	0	0	0	0	1	0	1	1	
National Defence (civilian)	202	28	37	6	178	88	215	94	309	
National Energy Board	1	1	0	1	0	0	0	1	1	
National Health and Welfare	29	1	2	2	22	14	24	16	40	
National Library of Canada	1	0	0	0	0	1	0	1	1	
National Museums of Canada	6	0	0	0	4	2	4	2	6	
National Revenue (Customs and Excise, Taxation)	184	17	44	4	211	83	255	87	342	
Office of the Coordinator, Status of Women	2	0	0	0	0	2	0	2	2	
Public Archives of Canada	5	0	0	0	6	3	6	3	9	
Public Service Commission	8	0	0	0	12	17	12	17	29	
Public Service Staff Relations Board	1	0	0	0	1	0	1	0	1	
Public Works	39	11	12	3	28	11	40	14	54	
Regional Industrial Expansion	2	0	0	0	1	1	1	1	2	
Royal Canadian Mounted Police ^c	11	1	0	1	4	8	4	9	13	
Secretary of State of Canada	10	1	0	1	4	10	4	11	15	
Solicitor General	2	0	0	0	1	1	1	1	2	
Statistics Canada	9	0	0	0	11	1	11	1	12	
Supply and Services	36	5	3	4	30	25	33	29	62	
Transport Canada	139	12	14	0	234	17	248	17	265	
Treasury Board (Secretariat)	1	0	0	0	1	0	1	0	1	
Veterans Affairs	29	3	1	3	17	27	18	30	48	
Total	1,333	177	201	94	1,357	679	1,558	773	2,331	

^a Includes appeals that were dismissed or otherwise disposed of by an appeal board with or without an oral hearing, because the appellant withdrew the appeal or had no right of appeal.

^b The number of selection processes disposed of is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

^c Employees under the *Public Service Employment Act* only

Table 45

Appeals, appointing authority and type of selection process

Number of appealable selection processes, selection processes appealed and disposition of appeal board decisions, by appointing authority and type of selection process, 1983

Appointing authority and type of selection process	Appealable selection processes	Selection processes disposed of		Disposition of decisions		
		Total ^a	Allowed	Appeals allowed	Appeals not allowed ^b	Total
Public Service Commission						
Closed competitions	248	18	0	0	18	18
Without competition	186	7	0	0	7	7
Total	434	25	0	0	25	25
Departments						
Closed competitions	9,871	947	129	196	1,245	1,441
Without competition	4,970	361	48	99	766	865
Total	14,841	1,308	177	295	2,011	2,306
PSC and departments						
Closed competitions	10,119	965	129	196	1,263	1,488
Without competition	5,156	368	48	99	773	870
Grand total	15,275	1,333	177	295	2,036	2,331

^aThe number of selection processes disposed of is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

^bIncludes appeals that were dismissed or otherwise disposed of by an appeal board with or without an oral hearing, because the appellant withdrew the appeal or had no right of appeal.

Table 46

Lay-off, category and sex

Number of separations due to lay-off, by occupational category, reason for lay-off and sex, 1983

Occupational category	Reorganization			Privatization			Decentralization			Total		Grand total
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
Management	2	0	2	0	0	0	0	0	0	2	0	2
Scientific and Professional	26	9	35	13	173	186	4	0	4	43	182	225
Administrative and Foreign Service	57	25	82	8	3	11	14	8	22	79	36	115
Technical	23	6	29	7	21	28	1	0	1	31	27	58
Administrative Support	21	61	82	5	69	74	9	113	122	35	243	278
Operational	63	35	98	156	188	344	3	0	3	222	223	445
Total	192	136	328	189	454	643	31	121	152	412	711	1,123

Table 47

Lay-off, category and language group

Number of separations due to lay-off, by occupational category, reason for lay-off and language group, 1983

Occupational category	Reorganization			Privatization			Decentralization			Total		Grand total
	Anglo-phones	Franco-phones	Total	Anglo-phones	Franco-phones	Total	Anglo-phones	Franco-phones	Total	Anglo-phones	Franco-phones	
Management	2	0	2	0	0	0	0	0	0	2	0	2
Scientific and Professional	31	4	35	186	0	186	4	0	4	221	4	225
Administrative and Foreign Service	68	14	82	11	0	11	19	3	22	98	17	115
Technical	22	7	29	27	1	28	1	0	1	50	8	58
Administrative Support	64	18	82	74	0	74	67	55	122	205	73	278
Operational	87	11	98	344	0	344	1	2	3	432	13	445
Total	274	54	328	642	1	643	92	60	152	1,008	115	1,123

Table 48

Separations and reasons

Separations from the Public Service, by reason, 1982 and 1983

Reason for separation (except lay-off)	1982	1983
Release		
for breach of discipline or misconduct	63	89
for incompetence or incapacity	72	84
for political partisanship	0	0
for abandonment of position	149	92
Rejection on probation	486	340
Revocation of appointment	13	7
Retirement		
at age 65 or over	1,351	1,502
elective, at age 55-64	2,893	2,724
medical grounds	652	601
End of specified period	5,062	5,457
Death	588	543
Resignation	8,387	6,608
Total^a	19,739	18,054
Reasons for resignation		
Outside employment (in private sector)	1,789	1,286
Another government agency	180	152
Return to school	528	411
Unspecified personal reasons	4,519	3,663
Other	1,371	1,096

^aIncludes 23 separations in 1982 and 7 in 1983 for which the reason was not specified.

Sources: Release for incompetence or incapacity and revocation of appointment: Public Service Commission; all other reasons: Department of Supply and Services

Table 49

Separations, category and sex

Number and percentage of separations from the Public Service, by occupational category, reason and sex, 1982 and 1983

Occupational category	Reason for separation (except lay-off)	1982				1983			
		Men		%	Total ^a	Men		%	Total
		No.	No.			No.	No.		
Management	Release	2	0	0.0	2	1	0	0.0	
	Rejection on probation	0	0	0.0	0	0	0	0.0	
	Revocation of appointment	0	0	0.0	0	0	0	0.0	
	Retirement	92	0	0.0	92	81	3	3.6	84
	End of specified period	0	0	0.0	0	3	0	0.0	
	Death	5	0	0.0	5	10	0	0.0	10
	Resignation	43	3	6.5	46	39	4	9.3	43
	Total	143	3	2.1	146	134	7	5.0	141
Scientific and Professional	Release	15	4	21.1	19	5	9	64.3	14
	Rejection on probation	29	8	21.6	37	23	9	28.1	33
	Revocation of appointment	0	0	0.0	0	0	0	0.0	
	Retirement	311	56	15.3	367	248	48	16.2	296
	End of specified period	90	166	64.8	256	183	165	47.3	348
	Death	42	4	8.5	47	42	7	14.3	49
	Resignation	472	508	51.8	981	334	419	55.6	753
	Total	967	746	43.5	1,715	835	657	44.0	1,493
Administrative and Foreign Service	Release	23	10	30.3	33	32	8	20.0	40
	Rejection on probation	44	14	24.1	58	37	8	17.8	45
	Revocation of appointment	1	7	87.5	8	1	3	75.0	4
	Retirement	934	202	17.8	1,136	847	204	19.4	1,051
	End of specified period	158	180	53.3	338	201	228	53.1	429
	Death	111	19	14.6	130	107	23	17.7	130
	Resignation	704	480	40.5	1,184	539	459	46.0	998
	Total	1,981	903	31.3	2,884	1,764	933	34.6	2,697
Technical	Release	14	0	0.0	14	16	2	11.1	18
	Rejection on probation	142	18	11.3	160	107	19	15.1	126
	Revocation of appointment	1	0	0.0	1	1	1	50.0	2
	Retirement	568	25	4.2	593	505	34	6.3	539
	End of specified period	193	98	33.7	291	217	104	32.4	321
	Death	62	2	3.1	64	61	1	1.6	62
	Resignation	529	156	22.8	685	355	156	30.5	511
	Total	1,509	300	16.6	1,809	1,262	317	20.1	1,579
Administrative Support	Release	18	53	74.6	71	24	38	61.3	62
	Rejection on probation	47	86	64.7	133	21	54	72.0	75
	Revocation of appointment	1	0	0.0	1	0	1	100.0	1
	Retirement	210	774	78.7	984	240	801	76.9	1,041
	End of specified period	455	2,161	82.6	2,616	532	2,707	83.6	3,239
	Death	40	72	64.3	112	41	63	60.6	104
	Resignation	423	3,004	87.6	3,430	327	2,579	88.7	2,906
	Total	1,196	6,160	83.7	7,359	1,185	6,243	84.0	7,428

Occupational category	Reason for separation (except lay-off)	1982				1983			
		Men	Women		Total ^a	Men	Women		Total ^a
		No.	No.	%		No.	No.	%	
Operational	Release	126	19	13.1	145	120	10	7.7	130
	Rejection on probation	81	17	17.3	98	51	11	17.7	62
	Revocation of appointment	3	0	0.0	3	0	0	0.0	0
	Retirement	1,592	128	7.4	1,720	1,697	115	6.3	1,812
	End of specified period	1,308	231	15.0	1,539	943	162	14.7	1,105
	Death	218	12	5.2	230	179	9	4.8	188
	Resignation	1,270	742	36.8	2,015	881	490	35.7	1,371
	Total	4,603	1,148	20.0	5,754	3,871	797	17.1	4,668
Other categories ^b	Release	198	86	30.3	284	198	67	25.3	265
	Rejection on probation	343	143	29.4	486	239	101	29.7	340
	Revocation of appointment	6	7	53.8	13	2	5	71.4	7
	Retirement	3,710	1,186	24.2	4,896	3,622	1,205	25.0	4,827
	End of specified period	2,207	2,855	56.4	5,062	2,082	3,374	61.8	5,457
	Death	478	109	18.5	588	440	103	19.0	543
	Resignation	3,464	4,916	58.6	8,387	2,487	4,121	62.4	6,608
	Grand total^c	10,428	9,303	47.1	19,739	9,070	8,976	49.7	18,054

^aIncludes 8 employees in 1982 and 1 in 1983 whose sex was not specified on separation documents.

^bIncludes 72 separations in 1982 and 41 in 1983 from positions not classified in one of the six occupational categories.

^cIncludes 23 separations in 1982 and 7 in 1983 where the reason was not specified.

Sources: Release for incompetence or incapacity and revocation of appointment: Public Service Commission; all other reasons: Department of Supply and Services

Table 50

Separations, category and language group

Number and percentage of separations from the Public Service, by occupational category, reason and language group, 1982 and 1983

Occupational category	Reason for separation (except lay-off)	1982					1983				
		Anglophones		Francophones		Anglo-phones and Franco-phones Total ^a	Anglophones		Francophones		Anglo-phones and Franco-phones Total
		No.	%	No.	%		No.	%	No.	%	
Management	Release	0	100.0	1	100.0	1	0	100.0	1	100.0	1
	Rejection on probation	0	0.0	0	0.0	0	0	0.0	0	0.0	0
	Revocation of appointment	0	0.0	0	0.0	0	0	0.0	0	0.0	0
	Retirement	71	11.3	9	11.3	80	72	11.1	9	11.1	81
	End of specified period	0	0.0	0	0.0	0	2	33.3	1	33.3	3
	Death	3	40.0	2	40.0	5	6	40.0	4	40.0	10
	Resignation	36	14.3	6	14.3	42	36	16.3	7	16.3	43
	Total	111	14.0	18	14.0	129	116	15.9	22	15.9	138
Scientific and Professional	Release	14	26.3	5	26.3	19	10	23.1	3	23.1	13
	Rejection on probation	26	29.7	11	29.7	37	18	41.9	13	41.9	31
	Revocation of appointment	0	0.0	0	0.0	0	0	0.0	0	0.0	0
	Retirement	308	13.0	46	13.0	354	239	16.1	46	16.1	285
	End of specified period	160	25.6	55	25.6	215	231	21.2	62	21.2	293
	Death	42	4.5	2	4.5	44	42	12.5	6	12.5	48
	Resignation	759	14.5	129	14.5	888	594	15.9	112	15.9	706
	Total	1,317	15.8	248	15.8	1,565	1,134	17.6	242	17.6	1,376
Administrative and Foreign Service	Release	27	18.2	6	18.2	33	25	37.5	15	37.5	40
	Rejection on probation	37	35.1	20	35.1	57	32	27.3	12	27.3	44
	Revocation of appointment	4	50.0	4	50.0	8	4	0.0	0	0.0	4
	Retirement	903	18.3	202	18.3	1,105	834	19.7	204	19.7	1,038
	End of specified period	223	29.4	93	29.4	316	273	32.8	133	32.8	406
	Death	105	18.0	23	18.0	128	97	23.6	30	23.6	127
	Resignation	888	21.1	237	21.1	1,125	746	22.0	210	22.0	956
	Total	2,186	21.0	582	21.0	2,768	2,011	23.1	604	23.1	2,615
Technical	Release	9	30.8	4	30.8	13	15	11.8	2	11.8	17
	Rejection on probation	129	17.8	28	17.8	157	115	8.0	10	8.0	125
	Revocation of appointment	0	100.0	1	100.0	1	2	0.0	0	0.0	2
	Retirement	493	16.0	94	16.0	587	450	15.9	85	15.9	535
	End of specified period	231	15.7	43	15.7	274	246	21.4	67	21.4	313
	Death	52	18.8	12	18.8	64	51	15.0	9	15.0	60
	Resignation	569	12.5	81	12.5	650	421	14.1	69	14.1	490
	Total	1,485	15.0	262	15.0	1,747	1,300	15.7	242	15.7	1,542
Administrative Support	Release	47	27.7	18	27.7	65	48	20.0	12	20.0	60
	Rejection on probation	101	19.8	25	19.8	126	52	26.8	19	26.8	71
	Revocation of appointment	0	100.0	1	100.0	1	1	0.0	0	0.0	1
	Retirement	743	22.3	213	22.3	956	793	22.5	230	22.5	1,023
	End of specified period	1,638	33.2	815	33.2	2,453	1,908	37.3	1,136	37.3	3,044
	Death	78	24.3	25	24.3	103	78	24.3	25	24.3	103
	Resignation	2,526	22.2	720	22.2	3,246	2,099	24.3	675	24.3	2,774
	Total	5,140	26.2	1,822	26.2	6,962	4,979	29.6	2,097	29.6	7,076

Occupational category	Reason for separation (except lay-off)	1982					1983				
		Anglophones		Francophones		Anglo- phones and Franco- phones	Anglophones		Francophones		Anglo- phones and Franco- phones
		No.	%	No.	%		No.	%	No.	%	
Operational	Release	99	36	26.7	135	145	84	42	33.3	126	130
	Rejection on probation	72	18	20.0	90	98	52	7	11.9	59	62
	Revocation of appointment	2	1	33.3	3	3	0	0	0.0	0	0
	Retirement	1,257	350	21.8	1,607	1,720	1,373	387	22.0	1,760	1,812
	End of specified period	1,093	302	21.6	1,395	1,539	785	180	18.7	965	1,105
	Death	170	54	24.1	224	230	130	49	27.4	179	188
	Resignation	1,512	219	12.7	1,731	2,015	1,052	196	15.7	1,248	1,371
	Total	4,211	978	18.8	5,189	5,754	3,476	861	19.9	4,337	4,668
Categories ^b	Release	196	70	26.3	266	284	182	75	29.2	257	265
	Rejection on probation	365	102	21.8	467	486	269	61	18.5	330	340
	Revocation of appointment	6	7	53.8	13	13	7	0	0.0	7	7
	Retirement	3,776	916	19.5	4,692	4,896	3,764	961	20.3	4,725	4,827
	End of specified period	3,349	1,313	28.2	4,662	5,062	3,451	1,579	31.4	5,030	5,457
	Death	450	118	20.8	568	588	404	123	23.3	527	543
	Resignation	6,310	1,398	18.1	7,708	8,387	4,962	1,273	20.4	6,235	6,608
	Grand total^c	14,475	3,923	21.3	18,398	19,739	13,039	4,072	23.8	17,111	18,054

Table 51**Developmental training and location**

Number of participants taking Public Service Commission developmental training courses, by subject area and location, 1983

Subject area	Location							Total
	NCR	Halifax	Montreal	Toronto	Winnipeg	Edmonton	Vancouver	
Management Orientation	1,028	0	18	0	0	17	0	1,063
Management Theory and Practices	1,829	92	147	157	106	47	107	2,485
Informatics	1,746	57	132	99	30	13	25	2,192
Financial Management	1,218	165	79	152	75	94	151	1,934
Materiel Management	237	37	36	0	20	44	0	374
Seminars	87	0	0	0	0	0	0	87
Personnel Management	1,648	201	162	130	140	142	181	2,604
Systems Approach to Training	60	0	0	0	0	0	0	60
Individual Development	205	18	13	0	13	0	10	259
Total	8,058	570	587	538	384	357	474	10,968

Table 52**Developmental training and language of instruction**

Number of Public Service Commission developmental training courses conducted, by subject area and language of instruction, 1983

Subject area	Language of instruction			Total
	French	English	Bilingual	
Management Orientation	12	36	2	50
Management Theory and Practices	30	110	0	140
Informatics	18	81	0	99
Financial Management	16	75	0	91
Materiel Management	3	15	0	18
Seminars	0	3	0	3
Personnel Management	38	115	0	153
Systems Approach to Training	2	4	0	6
Individual Development	4	11	0	15
Total	123	450	2	575

Table 53**Developmental training and category**

Number of participants taking Public Service Commission developmental training courses, by subject area and occupational category, 1983

Subject area	Occupational category							Total
	Management	Scientific and Professional	Administrative and Foreign Service	Technical	Administrative Support	Operational	Other ^a	
Management Orientation	315	45	302	9	14	0	378	1,063
Management Theory and Practices	2	261	1,212	156	317	3	534	2,485
Informatics	10	134	906	139	393	0	520	2,102
Financial Management	4	87	809	39	655	1	339	1,935
Materiel Management	0	5	137	6	94	0	132	374
Seminars	38	6	7	0	0	0	36	87
Personnel Management	4	80	981	100	906	0	533	2,604
Systems Approach to Training	0	3	45	2	1	1	8	60
Individual Development	32	11	87	11	42	0	76	259
Total	405	632	4,486	462	2,422	5	2,556	10,968

^a Occupational category not specified on application for training

Table 54

Language training (basic continuous courses)

Number of students in basic continuous full-time day courses, by occupational category, language studied and year of enrolment, 1983

Occupational category	Language studied						Total		Grand total
	French			English			Enrolled in 1982 ^a	Enrolled in 1983	
	Enrolled in 1982 ^a	Enrolled in 1983	Total	Enrolled in 1982 ^a	Enrolled in 1983	Total			
Management	8	43	51	0	0	0	8	43	51
Scientific and Professional	142	234	376	22	51	73	164	285	449
Administrative and Foreign Service	327	543	870	46	80	126	373	623	996
Technical	91	123	214	35	57	92	126	180	306
Administrative Support	306	375	681	104	172	276	410	547	957
Operational	29	35	64	29	26	55	58	61	119
Other ^b	76	226	302	13	36	49	89	262	351
Total	979	1,579	2,558	249	422	671	1,228	2,001	3,229

^aIncludes only students who continued their training in 1983.

^bStudents from departments and agencies not included in the Official Languages Information System (OLIS).

Table 55

Language training (other courses)

Number of students in other types of courses, by occupational category, language studied and year of enrolment, 1983

Occupational category	Language studied						Total		Grand total
	French			English			Enrolled in 1982 ^a	Enrolled in 1983	
	Enrolled in 1982 ^a	Enrolled in 1983	Total	Enrolled in 1982 ^a	Enrolled in 1983	Total			
Management	24	146	170	1	6	7	25	152	177
Scientific and Professional	435	553	988	39	289	328	474	842	1,316
Administrative and Foreign Service	511	970	1,481	45	337	382	556	1,307	1,863
Technical	177	302	479	25	146	171	202	448	650
Administrative Support	566	1,220	1,786	122	813	935	688	2,033	2,721
Operational	52	99	151	16	51	67	68	150	218
Other ^b	628	1,022	1,650	125	258	383	753	1,280	2,033
Total	2,393	4,312	6,705	373	1,900	2,273	2,766	6,212	8,978

^aIncludes only students who continued their training in 1983.

^bStudents from departments and agencies not included in the Official Languages Information System (OLIS).

Information linguistique (cours de base continus)

Répartition des étudiants aux cours de base continus, à temps plein, le jour, selon la catégorie professionnelle, la langue étudiée et l'année d'inscription, 1983

Langue étudiée	Français			Anglais			Total		
	Inscrits en 1982	Inscrits en 1983	Total	Inscrits en 1982	Inscrits en 1983	Total	Inscrits en 1982	Inscrits en 1983	Total
Catégorie professionnelle	8	43	51	0	0	0	8	43	51
Techniciens et spécialistes	142	234	376	22	51	73	164	285	449
Administration et service extérieur	327	543	870	46	80	126	373	623	996
Techniciens	91	123	214	35	57	92	126	180	306
Utilien administratif	306	375	681	104	172	276	410	547	957
Exploitation	29	35	64	29	26	55	58	61	119
Autres	76	226	302	13	36	49	89	262	351
Total	979	1,579	2,558	249	422	671	1,228	2,001	3,229

Tient compte que des étudiants inscrits en 1982 qui ont poursuivi leur cours en 1983.
Comprend les étudiants des ministères et organismes ne faisant pas partie du Système informatisé sur les langues officielles (SILCO).

Information linguistique (autres cours)

Répartition des étudiants à tous les autres cours, selon la catégorie professionnelle, la langue étudiée l'année d'inscription, 1983

Langue étudiée	Français			Anglais			Total		
	Inscrits en 1982	Inscrits en 1983	Total	Inscrits en 1982	Inscrits en 1983	Total	Inscrits en 1982	Inscrits en 1983	Total
Catégorie professionnelle	24	146	170	1	6	7	25	152	177
Techniciens et spécialistes	435	553	988	39	289	328	474	842	1,316
Administration et service extérieur	511	970	1,481	45	337	382	556	1,307	1,863
Techniciens	177	302	479	25	146	171	202	448	650
Utilien administratif	566	1,220	1,786	122	813	935	688	2,033	2,721
Exploitation	52	99	151	16	51	67	68	150	218
Autres	628	1,022	1,650	125	258	383	753	1,280	2,033
Total	2,393	4,312	6,705	373	1,900	2,273	2,766	6,212	8,978

Tient compte que des étudiants inscrits en 1982 qui ont poursuivi leur cours en 1983.
Comprend les étudiants des ministères et organismes ne faisant pas partie du Système informatisé sur les langues officielles (SILCO).

Tableau 51

Formation professionnelle et lieu des cours

Répartition des participants aux cours de formation professionnelle de la Commission selon le domaine et le lieu des cours, 1983

Domaine de cours	Lieu des cours						
	RCN	Halifax	Montréal	Toronto	Winnipeg	Edmonton	Vancouver
Orientation en gestion	1,028	0	18	0	0	17	0
Théorie et pratiques de gestion	1,829	92	147	157	106	47	107
Informatique	1,746	57	132	99	30	13	25
Gestion des finances	1,218	165	79	152	75	94	151
Gestion du matériel	237	37	36	0	20	44	0
Séminaires	87	0	0	0	0	0	0
Gestion du personnel	1,648	201	162	130	140	142	181
Approche systémique à la formation	60	0	0	0	0	0	0
Perfectionnement individuel	205	18	13	0	13	0	10
Total	8,058	570	587	538	384	357	474
10,98							

Tableau 52

Formation professionnelle et langue d'enseignement

Répartition des cours de formation professionnelle donnés par la Commission selon le domaine de cours et la langue d'enseignement, 1983

Domaine de cours	Langue d'enseignement	
	Français	Anglais
Orientation en gestion	12	36
Théorie et pratiques de gestion	30	110
Informatique	18	81
Gestion des finances	16	75
Gestion du matériel	3	15
Séminaires	0	3
Gestion du personnel	38	115
Approche systémique à la formation	2	4
Perfectionnement individuel	4	11
Total	123	450
2		
575		

Tableau 53

Formation professionnelle et catégorie professionnelle

Répartition des participants aux cours de formation professionnelle de la Commission selon le domaine de cours et la catégorie professionnelle, 1983

Domaine de cours	Catégorie professionnelle					
	Scientifi-ques et spécia-les	Administra-tion et service extérieur	Techni-ciens	Soutien adminis-tratif	Exploitation	Autres ^a
Orientation en gestion	315	45	302	9	14	0
Théorie et pratiques de gestion	2	261	1,212	156	317	3
Informatique	10	134	906	139	393	0
Gestion des finances	4	87	809	39	655	1
Gestion du matériel	0	5	137	6	94	0
Séminaires	38	6	7	0	0	0
Gestion du personnel	4	80	981	100	906	0
Approche systémique à la formation	0	3	45	2	1	1
Perfectionnement individuel	32	11	87	11	42	0
Total	405	632	4,486	462	2,422	5
a La demande de formation ne précise pas la catégorie professionnelle						2,556
						10,987

^a La demande de formation ne précise pas la catégorie professionnelle.

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Tableau 50

Cessations d'emploi, catégorie professionnelle et groupe linguistique

Répartition, en nombre et pourcentage, des cessations d'emploi selon la catégorie professionnelle, le motif et le groupe linguistique, 1982 et 1983

Catégorie professionnelle	Motif (sauf mise en disponibilité)	Anglophones		Francophones		Anglo-phones et franco-phones		Anglophones		Francophones		N.	%	Anglo-phones et franco-phones	Total
		N.	%	N.	%	N.	%	N.	%	N.	%				
Gestion	Renvoi	0	0	1	100.0	1	2	0	0	1	100.0	1	0.0	1	1
	Renvoi en cours de stage	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0	0	0
	Revoocation de la nomination	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0	0	0
	Retraite	71	9	11.3	80	92	72	9	11.1	81	81	81	81	81	81
	Fin de période déterminée	0	0	0	0.0	0	0	2	33.3	3	33.3	3	33.3	3	3
	Décès	3	2	40.0	5	5	6	4	40.0	10	40.0	10	40.0	10	10
	Démision	36	6	14.3	42	46	36	7	16.3	43	16.3	43	16.3	43	43
	Total	111	18	14.0	129	146	116	22	15.9	138	15.9	138	15.9	138	138
	Renvoi	14	5	26.3	19	19	10	3	23.1	13	23.1	13	23.1	13	13
	Renvoi en cours de stage	26	11	29.7	37	37	18	13	41.9	31	41.9	31	41.9	31	31
Scientifiques et spécialistes	Revoocation de la nomination	0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0
	Retraite	308	46	13.0	354	367	239	46	16.1	285	16.1	285	16.1	285	285
	Fin de période déterminée	160	55	25.6	215	256	231	62	21.2	293	21.2	293	21.2	293	293
	Décès	42	2	4.5	44	47	42	6	12.5	48	12.5	48	12.5	48	48
	Démision	759	129	14.5	888	981	594	112	15.9	706	15.9	706	15.9	706	706
	Total	1,317	248	15.8	1,565	1,715	1,134	242	17.6	1,376	17.6	1,376	17.6	1,376	1,376
	Renvoi	27	6	18.2	33	33	25	15	37.5	40	37.5	40	37.5	40	40
	Renvoi en cours de stage	37	20	35.1	57	58	32	12	27.3	44	27.3	44	27.3	44	44
	Revoocation de la nomination	4	4	50.0	8	8	4	0	0.0	4	0.0	4	0.0	4	4
	Retraite	903	202	18.3	1,105	1,136	834	204	19.7	1,038	19.7	1,038	19.7	1,038	1,038
Administration et service extérieur	Fin de période déterminée	223	93	29.4	316	338	273	133	32.8	406	32.8	406	32.8	406	406
	Décès	105	23	18.0	128	130	97	30	23.6	127	23.6	127	23.6	127	127
	Démision	888	237	21.1	1,125	1,184	746	210	22.0	956	22.0	956	22.0	956	956
	Total	2,186	582	21.0	2,768	2,884	2,011	604	23.1	2,615	23.1	2,615	23.1	2,615	2,615
	Renvoi	9	4	30.8	13	14	15	2	11.8	17	11.8	17	11.8	17	17
	Renvoi en cours de stage	129	28	17.8	157	160	115	10	8.0	125	8.0	125	8.0	125	125
	Revoocation de la nomination	0	1	100.0	1	1	2	0	0.0	2	0.0	2	0.0	2	2
	Retraite	493	94	16.0	587	593	450	85	15.9	535	15.9	535	15.9	535	535
	Fin de période déterminée	231	43	15.7	274	291	246	67	21.4	313	21.4	313	21.4	313	313
	Décès	52	12	18.8	64	64	51	9	15.0	60	15.0	60	15.0	60	60
Techniciens	Démision	569	81	12.5	650	685	421	69	14.1	490	14.1	490	14.1	490	490
	Total	1,485	262	15.0	1,747	1,809	1,300	242	15.7	1,542	15.7	1,542	15.7	1,542	1,542
	Renvoi	47	18	27.7	65	71	48	12	20.0	60	20.0	60	20.0	60	60
	Renvoi en cours de stage	101	25	19.8	126	133	52	19	26.8	71	26.8	71	26.8	71	71
	Revoocation de la nomination	0	1	100.0	1	1	1	0	0.0	1	0.0	1	0.0	1	1
	Retraite	743	213	22.3	956	984	793	230	22.5	1,023	22.5	1,023	22.5	1,023	1,023
	Fin de période déterminée	1,638	815	33.2	2,453	2,616	1,908	1,136	37.3	3,044	37.3	3,044	37.3	3,044	3,044
	Décès	78	25	24.3	103	112	78	25	24.3	103	24.3	103	24.3	103	103
	Démision	2,526	720	22.2	3,246	3,430	2,099	675	24.3	2,774	24.3	2,774	24.3	2,774	2,774
	Total	5,140	1,822	26.2	6,962	7,359	4,979	2,097	29.6	7,076	29.6	7,076	29.6	7,076	7,076
Soutien administratif	Renvoi	47	18	27.7	65	71	48	12	20.0	60	20.0	60	20.0	60	60
	Renvoi en cours de stage	101	25	19.8	126	133	52	19	26.8	71	26.8	71	26.8	71	71
	Revoocation de la nomination	0	1	100.0	1	1	1	0	0.0	1	0.0	1	0.0	1	1
	Retraite	743	213	22.3	956	984	793	230	22.5	1,023	22.5	1,023	22.5	1,023	1,023
	Fin de période déterminée	1,638	815	33.2	2,453	2,616	1,908	1,136	37.3	3,044	37.3	3,044	37.3	3,044	3,044
	Décès	78	25	24.3	103	112	78	25	24.3	103	24.3	103	24.3	103	103
	Démision	2,526	720	22.2	3,246	3,430	2,099	675	24.3	2,774	24.3	2,774	24.3	2,774	2,774
	Total	5,140	1,822	26.2	6,962	7,359	4,979	2,097	29.6	7,076	29.6	7,076	29.6	7,076	7,076
	Démision	569	81	12.5	650	685	421	69	14.1	490	14.1	490	14.1	490	490
	Décès	52	12	18.8	64	64	51	9	15.0	60	15.0	60	15.0	60	60
	Total	1,485	262	15.0	1,747	1,809	1,300	242	15.7	1,542	15.7	1,542	15.7	1,542	1,542

Catégorie	Motif (sauf mise professionnelle en disponibilité)	1982		1983	
		Hommes	Femmes	Hommes	Femmes
Exploitation	Renvoi	126	19	145	120
	Renvoi en cours de stage	81	17	98	51
	Révocation de la nomination	3	0	0	0
	Retraite	1,592	128	1,720	1,697
	Fin de période déterminée	1,308	231	1,539	943
	Décès	218	12	230	179
	Démision	1,270	742	2,015	881
	Total	4,603	1,148	5,754	3,871
	Renvoi	198	86	284	198
	Renvoi en cours de stage	343	143	486	239
Autres les catégories	Révocation de la nomination	6	7	53,8	2
	Retraite	3,710	1,186	4,896	3,622
	Fin de période déterminée	2,207	2,855	5,062	2,082
	Décès	478	109	588	440
	Démision	3,464	4,916	8,387	2,487
	Grand total^a	10,428	9,303	19,739	9,070

Source : Renvois pour incompétence ou incapacité et révocations de nomination : Commission de la Fonction publique, autres motifs : Ministère des Approvisionnements et Services

Notes : 1. Les 8 cas en 1982 et 1 en 1983, les documents de cessation d'emploi ne précisent pas le sexe de l'employé. 2. Les 23 cessations d'emploi en 1982 et 7 en 1983, le motif n'a pas été précisé. 3. Les 72 employés en 1982 et 41 en 1983 dont le poste n'est pas classé dans l'une ou l'autre des six catégories professionnelles.

Tableau 49

Cessations d'emploi, catégorie professionnelle et sexe

Répartition, en nombre et pourcentage, des cessations d'emploi selon la catégorie professionnelle, le motif et le sexe, 1982 et 1983

Catégorie professionnelle	Motif (sauf mise en disponibilité)	1982		1983	
		Hommes	Femmes	Hommes	Femmes
Gestion	Renvol	2	0	2	0
	Renvol en cours de stage	0	0	0	0
	Révocation de la nomination	0	0	0	0
	Retraite	92	0	92	3
	Fin de période déterminée	0	0	0	0
	Décès	5	0	0	0
	Démision	43	3	46	4
	Total	143	3	146	7
Scientifiques et spécialistes	Renvol	15	4	19	5
	Renvol en cours de stage	29	8	37	9
	Révocation de la nomination	0	0	0	0
	Retraite	311	56	367	48
	Fin de période déterminée	90	166	256	183
	Décès	42	4	42	7
	Démision	472	508	981	419
	Total	967	746	1,715	835
Administration et service extérieur	Renvol	23	10	33	8
	Renvol en cours de stage	44	14	58	37
	Révocation de la nomination	1	7	8	3
	Retraite	934	202	1,136	847
	Fin de période déterminée	158	180	338	201
	Décès	111	19	130	23
	Démision	704	480	1,184	539
	Total	1,981	903	2,884	1,764
Techniciens	Renvol	14	0	14	2
	Renvol en cours de stage	142	18	160	19
	Révocation de la nomination	1	0	1	1
	Retraite	568	25	593	505
	Fin de période déterminée	193	98	291	104
	Décès	62	2	64	1
	Démision	529	156	685	355
	Total	1,509	300	1,809	317
Soutien administratif	Renvol	18	53	71	38
	Renvol en cours de stage	47	86	64	54
	Révocation de la nomination	1	0	1	1
	Retraite	210	774	984	801
	Fin de période déterminée	455	2,161	2,616	2,707
	Décès	40	72	64	63
	Démision	423	3,004	3,430	2,579
	Total	1,196	6,160	7,359	6,243

Tableau 48

Cessations d'emploi et motifs

Répartition des cessations d'emploi selon le motif, 1982 et 1983

Motifs de cessations d'emploi (sauf les mises en disponibilité)		1982	1983
Renvoi	inconduite	63	89
	incompétence ou incapacité	72	84
	activités politiques	0	0
	abandon de poste	149	92
	Renvoi en cours de stage	486	340
	Révocation de la nomination	13	7
Retraite	âge légal (65 ans et plus)	1,351	1,502
	volontaire (55 à 64 ans)	2,893	2,724
	raison de santé	652	601
	Fin de période déterminée	5,062	5,457
Décès		588	543
Démission		8,387	6,808
Total*		19,739	18,054
Motifs des démissions			
	emploi dans le secteur privé	1,789	1,286
	emploi dans un autre organisme gouvernemental	180	152
	retour aux études	528	411
	raisons personnelles non précisées	4,519	3,663
	autres	1,371	1,096

*Ces données incluent 23 cessations d'emploi en 1982 et 7 en 1983 dont le motif n'a pas été précisé

Sources : Renvois pour incompétence ou incapacité et révocations de nomination : Commission de la Fonction publique; autres motifs : Ministère des Approvisionnements et Services

Tableau 45

Appels, provenance des nominations et méthode de sélection

Méthodes de sélection ouvrant droit à un appel et ayant fait l'objet d'appels et dispositifs des décisions des comités d'appel selon la provenance des nominations et la méthode de sélection, 1983

Provenance des nominations et méthode de sélection	Méthodes de sélection ouvrant droit à un appel	Méthodes de sélection (appels réglés)	Dispositifs des décisions		
			Appels accueillis	Appels non accueillis ^a	Total

Commission de la Fonction publique					
Méthodes de sélection	248	18	0	0	18
Concours restreints					
Sans concours	186	7	0	0	7
Total	434	25	0	0	25

Ministères					
Méthodes de sélection	9,871	947	129	196	1,245
Concours restreints					
Sans concours	4,970	361	48	99	766
Total	14,841	1,308	177	295	2,011

CFP et ministères					
Méthodes de sélection	10,119	965	129	196	1,263
Concours restreints					
Sans concours	5,156	368	48	99	773
Grand total	15,275	1,333	177	295	2,036

^a Le total des méthodes de sélection qui ont été réglées est inférieur au total des appels parce que plusieurs

personnes peuvent en appeler d'une méthode de sélection

Parmi les appels non accueillis, on compte ceux qui ont été rejetés ou réglés de quelque autre façon par un comité

d'appel, avec ou sans audience, soit que l'appelant ait retiré son appel ou que l'appel ait été jugé irrecevable

Tableau 46

Mises en disponibilité, catégorie professionnelle et sexe

Cessations d'emploi suite à des mises en disponibilité selon la catégorie professionnelle, la raison de mise en disponibilité et le sexe, 1983

Catégorie professionnelle	Réorganisation		Privatisation		Décentralisation		Total	
	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes
Gestion	2	0	2	0	0	0	2	0
Scientifiques et spécialistes	26	9	35	13	173	186	4	0
Administration et service extérieur	57	25	82	8	14	8	22	79
Techniciens	23	6	29	7	21	28	1	0
Soutien administratif	21	61	82	5	69	74	9	113
Exploitation	63	35	98	156	344	188	3	0
Total	192	136	328	189	454	643	31	121

Tableau 47

Mises en disponibilité, catégorie professionnelle et groupe linguistique

Cessations d'emploi suite à des mises en disponibilité selon la catégorie professionnelle, la raison de mise en disponibilité et le groupe linguistique, 1983

Catégorie professionnelle	Réorganisation		Privatisation		Décentralisation		Total	
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones
Gestion	2	0	2	0	0	0	2	0
Scientifiques et spécialistes	31	4	35	186	0	0	4	0
Administration et service extérieur	68	14	82	11	19	3	22	98
Techniciens	22	7	29	27	1	0	1	50
Soutien administratif	64	18	82	74	67	55	122	205
Exploitation	87	11	98	344	1	2	432	13
Total	274	54	328	642	92	60	152	1,008

Appels et ministères

Les méthodes de sélection ayant fait l'objet d'appels et dispositifs des décisions des comités d'appel, par le ministère et le sexe, 1983

Méthodes de sélection (appels réglés)	Total ^a Accueillis	Appels accueillis		Appels non accueillis ^a		Total	Grand total ^b
		Hommes	Femmes	Hommes	Femmes	Hommes	
Ministère	29	3	1	3	17	27	48
Ministère des anciens combattants	20	4	6	2	78	26	112
Ministère des affaires indiennes et du Nord canadien	36	3	3	0	26	10	39
Agence canadienne de développement international	3	0	0	0	2	2	4
Agriculture	39	5	2	3	45	9	59
Provisionnements et Services	36	5	3	4	30	33	62
Archives publiques du Canada	5	0	0	0	6	3	9
Bibliothèque nationale du Canada	1	0	0	0	0	1	1
Bureau de la Coordonnatrice, Situation de la femme	2	0	0	0	2	0	2
Commission canadienne des droits de la personne	1	0	0	0	1	0	1
Commission canadienne des pensions	1	0	0	0	1	0	1
Commission canadienne des transports	5	1	2	0	5	7	7
Commission de la Fonction publique	8	0	0	0	12	17	29
Commission des relations de travail dans la Fonction publique	1	0	0	0	1	0	1
Communications	7	0	0	0	5	2	7
Conseil de la radiodiffusion et des télécommunications	1	0	0	0	1	0	1
Conseil du Trésor (Secrétariat)	23	0	0	0	1	0	1
Information et Corporations	23	7	6	3	14	20	28
Banque fédérale	1	0	0	0	0	2	2
Agence nationale (civils)	202	28	37	6	178	88	309
Département d'Etat au Développement économique	1	0	0	0	0	1	1
Département d'Etat au Développement social	1	0	0	0	0	1	1
Emploi et Immigration	305	51	28	54	258	286	619
Energie, Mines et Ressources	17	4	3	2	13	1	19
Environnement	62	9	8	1	59	10	78
Expansion industrielle régionale	2	0	0	0	1	1	2
Gendarmerie royale du Canada ^c	11	1	0	1	4	8	13
Justice et Commerce	4	0	0	0	2	2	4
Statistique	5	2	1	1	3	2	6
Statistiques nationales du Canada	6	0	0	0	4	2	6
Statistique nationale de l'énergie	1	1	0	0	0	0	1
Statistiques et Océans	24	0	0	0	25	3	28
Venu national (Douanes et Accise, Impôt)	184	17	44	4	211	83	342
Vie nationale et Bien-être social	29	1	2	2	14	24	40
Secrétariat d'Etat du Canada	10	1	0	1	4	10	15
Service correctionnel du Canada	51	11	29	3	49	8	89
Militaire général	2	0	0	0	1	1	2
Statistique Canada	9	0	0	0	11	1	12
Transports	139	12	14	0	234	17	265
Travail	9	0	0	0	7	4	11
Affaires publiques	39	11	12	3	28	11	54
Total	1,333	177	201	94	1,357	679	2,331
						1,558	
						773	

Dispositifs des décisions

Les appels non accueillis, on compte ceux qui ont été rejetés ou régies d'une autre façon par un comité d'appel, avec ou sans audience, soit que l'appelant ait retiré son appel ou que l'appel ait été jugé irrecevable.

Tout des méthodes de sélection qui ont été régies est inférieur au grand total des appels parce que plusieurs

sonnes peuvent en appeler d'une méthode de sélection.

employés assujettis à la Loi sur l'emploi dans la Fonction publique seulement

Tableau 42

Appels et variation annuelle

Nombre d'appels interjetés à l'encontre de méthodes de sélection et à l'encontre de recommandations de renvoi ou de rétrogradation, et variation annuelle en pourcentage, entre 1973 et 1983

Année	Méthodes de sélection ^a ou de renvois de renvoi	Recommandations de renvoi	Variation annuelle
1973	3,019	3,061	+21.6
1974	4,072	4,125	+34.8
1975	3,377	3,417	-17.2
1976	2,746	2,810	-17.8
1977	3,485	3,559	+26.7
1978	2,687	2,802	-21.3
1979	2,293	2,439	-13.0
1980	3,250	3,375	+38.4
1981 ^b	3,398	3,511	+4.0
1982 ^c	2,813	2,885	-17.8
1983	2,331	2,400	-16.8

^aArticle 21 de la Loi sur l'emploi dans la Fonction publique

^bArticle 31 de la Loi sur l'emploi dans la Fonction publique

^cDans 411 appels en 1981 et 70 en 1982, la Société canadienne des Postes était en cause.

Tableau 43

Appels et catégorie professionnelle

Méthodes de sélection ayant fait l'objet d'appels et dispositifs des décisions des comités d'appel selon la catégorie professionnelle et le sexe, 1983

Catégorie professionnelle	Méthodes de sélection (appels réglés)		Appels accueillis		Appels non accueillis ^a		Dispositifs des décisions	
	Total ^b	Accueillis	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes
Gestion	14	0	0	0	13	1	13	1
Scientifiques et spécialistes	76	11	12	1	73	29	85	30
Administration et service extérieur	547	68	86	37	594	270	680	307
Techniciens	169	16	21	1	310	14	331	15
Soutien administratif	309	42	13	47	144	317	157	364
Exploitation	218	40	69	8	223	48	292	56
Total	1,333	177	201	94	1,357	679	1,558	773

^aParmi les appels non accueillis, on compte ceux qui ont été rejetés ou réglés de quelque autre façon par un comité d'appel, avec ou sans audience, soit que l'appelant ait retiré son appel ou que l'appel ait été jugé irrecevable.

^bLe total des méthodes de sélection qui ont été réglées est inférieur au grand total des appels parce que plusieurs personnes peuvent en appeler d'une méthode de sélection.

Tableau 40

Les nominations, candidatures et diplômés de collèges communautaires et de cégeps
 Les nominations et candidatures liées au programme de recrutement dans les collèges communautaires
 Les cégeps selon le secteur professionnel, le genre de maison d'enseignement, le groupe linguistique et le sexe, 1982 et 1983

1982											
Candidatures						Nominations					
Anglo- Franco- phones						Anglo- Franco- phones					
Hommes	Femmes	Total	Hommes	Femmes	Total	Hommes	Femmes	Total	Hommes	Femmes	Total
818	30	406	442	848	70	1	33	38	71	169	90
Sciences de la gestion						Sciences de la gestion					
1,779	214	1,851	142	1,993	161	8	162	7	169	51	90
505	169	434	240	674	59	31	39	51	169	51	90
Normative						Normative					
3,102	413	2,691	824	3,515	290	40	234	96	330	96	330
1983											
79	9	43	45	88	26	4	13	17	30	17	30
Sciences de la gestion						Sciences de la gestion					
645	6	630	21	651	51	4	38	17	55	17	55
Sciences pures et appliquées						Sciences pures et appliquées					
42	21	59	4	63	14	11	16	9	25	16	25
Normative						Normative					
766	36	732	70	802	91	19	67	43	110	67	110
Total											

Tableau 41

Les nominations et Programme d'emplois d'été axés sur la carrière

Les étudiants embauchés dans le cadre du Programme d'emplois d'été axés sur la carrière
 Selon le secteur professionnel, le genre de maison d'enseignement, le groupe linguistique et le sexe, 1982 et 1983

1982											
Anglo- Franco- phones						Anglo- Franco- phones					
Hommes	Femmes	Total	Hommes	Femmes	Total	Hommes	Femmes	Total	Hommes	Femmes	Total
840	354	521	1,003	2,598	2,107	1,061	774	1,757	2,013	3,474	2,881
Sciences sociales et administration						Sciences sociales et administration					
1,962	636	1,595	1,003	2,598	2,107	1,061	774	1,757	2,013	3,474	2,881
Sciences pures et appliquées						Sciences pures et appliquées					
2,802	990	2,116	1,676	3,792	4,520	1,835	3,218	3,137	6,355	3,137	6,355
Total											
2,500	804	1,834	1,470	3,304	4,036	1,475	2,762	2,749	5,511	3,137	6,355
Université						Université					
302	186	282	206	488	484	360	456	388	844	3,137	6,355
Collège communautaire et cégep						Collège communautaire et cégep					
2,802	990	2,116	1,676	3,792	4,520	1,835	3,218	3,137	6,355	3,137	6,355
Total											

Tableau 38

Nominations et diplômés d'universités

Répartition, en nombre et pourcentage, des diplômés d'universités et des nominations faites dans le cadre du programme de recrutement dans les universités, selon la région où le dernier diplôme a été décerné, le groupe linguistique et le sexe, 1983

Région	Hommes		Femmes		Total	Anglo-phones	Franco-phones	Hommes	Femmes	Total
	N.	%	N.	%						
Terre-Neuve	775	695	1,470	1.4	22	22	—	12	10	22
Île-du-Prince-Édouard	110	120	230	0.2	7	7	—	5	2	7
Nouvelle-Écosse	2,150	2,305	4,455	4.3	26	26	6	19	13	32
Nouveau-Brunswick	1,235	1,260	2,495	2.4	16	16	14	17	13	30
Québec	13,970	13,240	27,210	26.3	18	18	97	72	43	115
Ontario	22,730	22,450	45,180	43.7	195	195	35	112	118	230
Manitoba	2,165	2,015	4,180	4.1	27	27	2	25	4	29
Saskatchewan	1,715	1,785	3,500	3.4	4	4	—	1	3	4
Alberta	3,665	3,420	7,085	6.9	30	30	—	23	7	30
Colombie-Britannique	3,925	3,660	7,585	7.3	18	18	1	13	6	19
Étranger ^b	—	—	—	—	4	4	—	3	1	4
Total	52,440	50,950	103,390	100.0	367	367	155	302	220	522

^a Les données pour les diplômés de 1983 proviennent de Statistique Canada.

^b Canadiens étudiant à l'étranger

Tableau 39

Nominations, candidatures et diplômés d'universités

Candidatures et nominations liées au programme de recrutement dans les universités selon le secteur professionnel, le groupe linguistique et le sexe, 1982 et 1983

Secteur professionnel	Anglo-phones		Franco-phones		Total ^a	Anglo-phones	Franco-phones	Hommes	Femmes	Total
	Nominations	Candidatures	Nominations	Candidatures						
Administration	2,174	1,211	1,831	1,554	3,985	123	64	86	101	7
Service extérieur	2,252	725	1,998	979	2,977	105	21	89	37	7
Vérification et comptabilité ^b	1,564	1,143	1,833	874	2,707	130	93	146	77	2
Sciences pures et appliquées	1,299	739	1,667	351	2,038	146	142	220	68	2
Informatique	332	91	288	135	423	45	29	42	32	4
Socio-économique	430	223	449	204	653	6	5	8	3	5
Total	8,051	4,132	8,086	4,097	12,183	555	354	591	318	59
Administration	3,224	1,714	2,740	2,198	4,938	150	45	88	107	6
Service extérieur	3,097	1,394	3,044	1,447	4,491	15	8	15	8	3
Vérification et comptabilité	3,017	1,574	3,166	1,425	4,591	21	11	22	10	2
Sciences pures et appliquées	2,547	1,386	3,254	679	3,933	125	64	140	49	3
Informatique	648	266	645	269	914	12	8	8	12	0
Socio-économique	624	330	644	310	954	44	19	29	34	2
Total	13,157	6,664	13,493	6,328	19,821	367	155	302	220	52

^a Le nombre de candidatures excède le nombre de candidats puisqu'un candidat peut poser plus d'une candidature.

^b Comprend 24 nominations en 1982 au Bureau du Vérificateur général du Canada.

Tableau 37

Nominations et postes bilingues (dotation non impérative)

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes bilingues (dotation non impérative) selon la catégorie professionnelle, la situation linguistique des titulaires et le groupe linguistique, 1983

Situation linguistique des titulaires et exigences du poste	Anglophones	Francophones	Total ^a			
	N.	N.	N.	%	%	%
Catégorie professionnelle						
Gestion						
Ont satisfait	334	136	470	67.3	17.6	14.6
Doivent satisfaire	121	2	123			
N'ont pas à satisfaire ^b	99	3	102			
Total	557	141	698	100.0		
Scientifiques et spécialistes						
Ont satisfait	251	331	586	66.2	26.6	7.2
Doivent satisfaire	195	40	235			
N'ont pas à satisfaire ^b	44	20	64			
Total	490	391	885	100.0		
Administration et service extérieur						
Ont satisfait	873	1,299	2,173	72.2	20.5	6.3
Doivent satisfaire	500	107	608			
N'ont pas à satisfaire ^b	165	21	186			
Total	1,539	1,427	2,968	100.0		
Techniciens						
Ont satisfait	90	366	456	72.7	19.5	7.8
Doivent satisfaire	64	58	122			
N'ont pas à satisfaire ^b	39	10	49			
Total	193	434	627	100.0		
Soutien administratif						
Ont satisfait	322	1,197	1,520	73.5	20.6	5.9
Doivent satisfaire	283	142	426			
N'ont pas à satisfaire ^b	78	45	123			
Total	683	1,384	2,069	100.0		
Exploitation						
Ont satisfait	23	109	133	68.2	16.4	15.4
Doivent satisfaire	11	21	32			
N'ont pas à satisfaire ^b	18	12	30			
Total	52	142	195	100.0		
Toutes les catégories						
Ont satisfait	1,893	3,438	5,338	71.7	20.8	7.4
Doivent satisfaire	1,174	370	1,546			
N'ont pas à satisfaire ^b	443	111	554			
Grand total ^c	3,514	3,919	7,442	100.0		

^aDans 9 cas, les documents de nomination ne précisent pas la première langue officielle de l'employé.
 un poste bilingue sans posséder la compétence requise, mais dont certains sont désireux de l'acquiescer. Outre ces unilingues, ce groupe comprend des employés bilingues dont la compétence est cependant insuffisante en regard des exigences de leur poste.
^cDans 4 cas, les documents de nomination ne précisent pas la situation linguistique du titulaire.

Nominations et postes bilingues (dotation impérative) Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes bilingues (dotation impérative) selon la catégorie professionnelle, la modalité d'emploi et le groupe linguistique, 1983

Catégorie professionnelle	Modalité d'emploi	N.	Anglophones	Francophones	Totaux
Gestion	Periodo indeterminée	68	107	99.1	175
	Periodo determinée	3	1	0.9	4
					2.2
Scientifiques et spécialistes	Periodo indeterminée	99	200	49.3	299
	Periodo determinée	64	206	50.7	275
	Total	163	406	100.0	574
Administration et service extérieur	Periodo indeterminée	510	1,163	60.5	1,674
	Periodo determinée	289	760	39.5	1,055
	Total	799	1,923	100.0	2,729
Techniciens	Periodo indeterminée	51	121	47.3	172
	Periodo determinée	32	135	52.7	170
	Total	83	256	100.0	342
Soutien administratif	Periodo indeterminée	362	1,347	26.5	1,715
	Periodo determinée	964	3,738	73.5	4,723
	Total	1,326	5,085	100.0	6,438
Exploitation	Periodo indeterminée	26	75	46.6	101
	Periodo determinée	19	86	53.4	106
	Total	45	161	100.0	207
Toutes les catégories	Periodo indeterminée	1,116	3,013	37.9	4,136
	Periodo determinée	1,171	4,927	62.1	6,334
	Grand total	2,487	7,940	100.0	10,470

¹ Dans 43 cas, les documents de nomination ne précisent pas la première langue d'emploi.
² Aucun candidat ne peut être nommé à un poste pour une période déterminée s'il ne satisfait pas aux exigences linguistiques du poste.
³ Dans 1 cas, le document de nomination ne précise pas la catégorie professionnelle.

¹ Dans 43 cas, les documents de nomination ne précisent pas la première langue d'emploi.
² Aucun candidat ne peut être nommé à un poste pour une période déterminée s'il ne satisfait pas aux exigences linguistiques du poste.
³ Dans 1 cas, le document de nomination ne précise pas la catégorie professionnelle.

1983											
A la Fonction publique						Au sein de la Fonction publique					
Anglo-phones	Franco-phones	Total ^a		Anglo-phones	Franco-phones	Total ^a		Anglo-phones	Franco-phones	Grand total ^b	
N.	N.	% ^a	% ^a	N.	N.	% ^a	% ^a	N.	N.	%	%
38	17	30.9	55	590	232	28.2	822	877	219	77.8	19.4
15	0	0.0	15	200	4	2.0	204	204	2	0.2	0.5
0	1	100.0	1	0	0	0.0	0	0	6	0.5	0.2
53	18	25.4	71	815	241	22.8	1,056	1,127	100.0		
76	175	69.7	256	577	622	51.9	1,203	1,459	24.8		
1,021	28	2.7	1,103	2,362	104	4.2	2,474	3,578	60.8		
3	100	97.1	104	11	242	95.7	254	358	6.1		
118	40	25.3	164	218	110	33.5	329	493	8.4		
1,218	343	22.0	1,627	3,168	1,078	25.4	4,260	5,888	100.0		
179	342	65.6	525	2,157	3,007	58.2	5,169	5,697	36.5		
1,181	36	3.0	1,229	6,556	178	2.6	6,760	7,989	51.2		
0	63	100.0	65	23	1,187	98.1	1,215	1,280	8.2		
39	24	38.1	66	228	75	24.8	303	369	2.4		
1,413	470	25.0	1,904	9,159	4,514	33.0	13,709	15,616	100.0		
30	105	77.8	138	246	585	70.4	833	969	13.9		
704	23	3.2	748	4,191	99	2.3	4,322	5,070	72.8		
2	62	96.9	65	5	367	98.7	372	437	6.3		
111	36	24.5	147	234	95	28.9	332	479	6.9		
849	227	21.1	1,099	4,678	1,150	19.7	5,865	6,964	100.0		
199	633	76.1	847	1,810	5,834	76.3	7,658	8,507	19.8		
1,728	43	2.4	1,801	21,180	858	3.9	22,237	24,039	55.9		
1	196	99.5	200	64	5,867	98.9	5,976	6,177	14.4		
92	42	31.3	134	2,223	1,690	43.2	3,919	4,054	9.4		
2,034	922	31.2	3,004	25,398	14,305	36.0	39,967	42,976	100.0		
19	59	75.6	78	78	244	75.8	324	402	2.9		
1,842	30	1.6	1,906	8,151	94	1.1	8,383	10,290	73.6		
4	218	98.2	224	15	1,870	99.2	1,887	2,111	15.1		
60	62	50.8	132	491	527	51.8	1,033	1,165	8.3		
1,925	369	16.1	2,340	8,750	2,739	23.8	11,646	13,987	100.0		
541	1,331	71.1	1,897	5,458	10,525	65.9	16,010	17,912	20.7		
6,508	160	2.4	6,823	42,648	1,337	3.0	44,388	51,214	59.1		
10	640	98.5	659	118	9,534	98.8	9,705	10,365	12.0		
420	204	32.7	643	3,400	2,497	42.3	5,922	6,566	7.6		
7,509	2,349	23.8	10,066	51,976	24,028	31.6	76,512	86,588	100.0		

Tableau 35

Nominations, catégorie professionnelle, statut linguistique du poste et groupe

Répartition, en nombre et pourcentage, des nominations à et *au sein* de la Fonction publique selon la catégorie professionnelle, le statut linguistique du poste et le groupe linguistique du titulaire, 1982 et 1983

A la Fonction publique											
Au sein de la Fonction publique											
Catégorie professionnelle	Statut linguistique du poste	Anglo-phones			Franco-phones			Total ^b			Grand total ^b
		N.	% ^a	Total ^b	N.	% ^a	Total ^b	N.	% ^a	Total ^b	
Gestion	Anglais	11	0	0	1	1,0	104	14	23,3	490	76
	Bilingue	39	18	31,6	57	37,5	114	23,3	490	547	76
	Anglais ou français	0	0	0	0	0	0	1	1,0	104	115
	Français	0	0	0	0	0	0	1	100,0	1	0
Scientifiques et spécialistes	Anglais	110	219	66,6	334	74,5	599	44,6	1,344	1,678	22
	Bilingue	5	227	97,8	232	8	240	96,8	249	481	6
	Anglais ou français	152	79	34,2	232	97	30,3	320	562	552	7
	Français	1,514	76	4,8	1,611	120	3,9	3,116	4,727	63	6
Administration et service extérieur	Anglais	214	456	68,1	677	2,528	56,6	5,830	6,507	35	35
	Bilingue	1,908	69	3,5	2,008	7,631	2,6	7,851	9,860	54	54
	Anglais ou français	2	154	98,7	158	8	791	99,0	803	961	5
	Français	183	84	31,5	268	232	93	28,6	326	593	3
Techniciens	Anglais	2,398	787	24,7	3,226	10,534	4,418	29,5	14,977	18,204	100
	Bilingue	35	220	86,3	265	397	788	66,5	1,187	1,452	15
	Anglais ou français	1,522	47	3,0	1,587	4,990	126	2,5	5,133	6,724	71
	Français	1	105	99,1	106	9	412	97,9	426	532	5
Soutien administratif	Anglais	1,694	441	20,7	2,165	5,694	1,457	20,4	7,178	9,347	100
	Bilingue	276	927	77,1	1,214	1,951	6,349	76,5	8,315	9,529	20
	Anglais ou français	218	94	30,1	314	3,062	1,884	38,1	5,016	5,330	11
	Français	2	214	99,1	218	45	5,445	99,2	5,647	5,767	12
Exploitation	Anglais	3,527	1,348	27,7	4,936	27,449	14,714	34,9	42,414	47,555	100
	Bilingue	15	48	76,2	63	88	251	74,0	340	403	2
	Anglais ou français	2,162	29	1,3	2,224	10,142	19	1,3	10,322	12,458	74
	Français	2	228	99,1	231	43	2,074	98,0	2,124	2,355	13
Toutes les catégories ^d	Anglais	2,288	372	14,0	2,695	10,954	3,194	22,6	14,233	16,931	100
	Bilingue	689	1,888	73,3	2,610	6,084	11,399	65,2	17,506	20,116	20
	Anglais ou français	10,110	313	3,0	10,586	48,104	1,564	3,1	49,871	60,466	60
	Français	12	928	98,7	945	113	8,965	98,8	9,152	10,099	10
Grand total		11,763	3,567	23,3	15,538	59,120	24,971	29,7	84,490	100,041	100

^a Le pourcentage de francophones est calculé sur le total des employés dont les documents de nomination précisent la première langue officielle.
^b Dans 608 cas en 1982 et 716 en 1983, les documents de nomination ne précisent pas la première langue officielle de l'employé; dans 13 cas en 1982 et 10 en 1983, ils ne précisent pas s'il s'agit d'une nomination à ou au sein de la Fonction publique.
^c Dans 688 cas en 1982 et 531 en 1983, le statut linguistique du poste n'a pas été précisé.
^d Comprend 42 nominations en 1982 et 6 en 1983 à des postes qui ne sont pas classés dans l'une ou l'autre des six catégories professionnelles.

ominations, lieu de travail et groupe linguistique

partition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon le

1982

Au sein de la Fonction publique	Anglophones		Francophones		Total ^a		Anglophones		Francophones		Total ^a		Grand total ^b
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	
eu de travail	279	1.1	302	1.1	579	1.1	279	1.1	302	1.1	579	1.1	2.6
-du-Prince-Édouard	109	12.8	125	12.8	234	12.8	109	12.8	125	12.8	234	12.8	0.7
erle-Neuve	29	3	30	3	59	3	29	3	30	3	59	3	2.6
ouveau-Brunswick	283	129	31.3	431	19.18	835	30.3	2,758	3.189	6.4	13,933	13.9	6.4
ouville-Écosse	724	66	8.4	796	5,549	80	1.4	5,645	6,441	6.4	13,933	13.9	6.4
antioha	757	31	3.9	810	3,067	83	2.6	3,166	3,976	4.0	14,524	14.5	4.0
ntario (sauf RCN)	1,883	151	7.4	2,082	11,851	495	4.0	12,438	14,524	14.5	13,933	13.9	14.5
askatchewan	556	3	0.5	560	1,474	10	0.7	1,494	2,054	2.1	13,933	13.9	2.1
berta	1,787	42	2.3	1,838	3,940	46	1.2	3,991	5,830	5.8	13,933	13.9	5.8
olombie-Britannique	1,651	18	1.1	1,681	7,592	58	0.8	7,661	9,342	9.3	13,933	13.9	9.3
ntions du Nord-Ouest	149	0	0.0	163	315	3	0.9	318	481	0.5	13,933	13.9	0.5
égion de la capitale nationale	2,952	1,810	38.0	4,788	19,271	11,143	36.6	30,545	35,335	35.3	13,933	13.9	35.3
ranget	146	45	23.6	192	295	91	23.6	386	578	0.6	13,933	13.9	0.6
Total ^b	11,763	3,567	23.3	15,538	59,120	24,971	29.7	84,490	100,041	100.0	13,933	13.9	100.0
1983	218	6	2.7	239	1,821	11	0.6	1,853	2,092	2.4	13,933	13.9	2.4
-du-Prince-Édouard	99	13	11.6	116	619	64	9.4	685	801	0.9	13,933	13.9	0.9
ouville-Écosse	705	55	7.2	778	4,371	77	1.7	4,504	5,282	6.1	13,933	13.9	6.1
ouveau-Brunswick	197	96	32.8	301	1,553	790	33.7	2,350	2,652	3.1	13,933	13.9	3.1
Québec (sauf RCN)	66	922	93.3	1,012	383	12,220	97.0	12,666	13,679	15.8	13,933	13.9	15.8
ntario (sauf RCN)	1,312	103	7.3	1,452	10,421	522	4.8	11,165	12,619	14.6	13,933	13.9	14.6
antioha	487	32	6.2	555	3,397	106	3.0	3,554	4,109	4.7	13,933	13.9	4.7
askatchewan	442	9	2.0	456	1,428	12	0.8	1,449	1,905	2.2	13,933	13.9	2.2
liberta	886	18	2.0	911	3,742	52	1.4	3,805	4,716	5.4	13,933	13.9	5.4
olombie-Britannique	950	13	1.3	969	6,686	43	0.6	6,746	7,716	8.9	13,933	13.9	8.9
ntions du Nord-Ouest	105	0	0.0	109	335	0	0.0	336	445	0.5	13,933	13.9	0.5
égion de la capitale nationale	1,690	1,064	38.6	2,798	16,426	9,983	37.8	26,457	29,260	33.8	13,933	13.9	33.8
ranget	32	15	31.9	47	361	134	27.1	495	542	0.6	13,933	13.9	0.6
Total ^b	7,509	2,349	23.8	10,066	51,976	24,028	31.6	76,512	86,588	100.0	13,933	13.9	100.0

ans 608 cas en 1982 et 716 en 1983, les documents de nomination ne précisent pas la première langue officielle employée; dans 13 cas en 1982 et 10 en 1983, ils ne précisent pas s'il s'agit d'une nomination à ou au sein de la Fonction publique.

ans 3 cas en 1982 et 1 en 1983, les documents de nomination ne précisent pas le lieu de travail.

Tableau 33

Nominations, lieu de travail et sexe

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon le lieu de travail et le sexe, 1982 et 1983

1982

	À la Fonction publique				Au sein de la Fonction publique			
	Hommes		Femmes		Hommes		Femmes	
Lieu de travail	N.	%	N.	%	N.	%	N.	%
Terre-Neuve	168	26,5	302	1,249	986	43,1	2,289	2,591
Île-du-Prince-Édouard	64	60	48,0	125	304	289	48,7	594
Nouvelle-Écosse	566	194	24,4	796	3,701	1,720	30,5	5,645
Nouveau-Brunswick	231	148	34,3	431	1,303	1,445	52,4	2,758
Québec (sauf RCN)	771	527	39,5	1,334	5,382	7,123	56,5	12,597
Ontario (sauf RCN)	1 071	931	44,7	2,082	5,111	7,181	57,7	12,438
Manitoba	382	385	47,5	810	1,406	1,727	54,5	3,976
Saskatchewan	248	298	53,2	560	649	827	55,4	1,494
Alberta	961	828	45,0	1,838	1,853	2,109	52,8	3,991
Colombie-Britannique	881	764	45,4	1,681	3,921	3,711	48,4	7,661
Yukon	75	75	46,0	163	162	155	48,7	318
Territoires du Nord-Ouest	189	230	52,8	436	289	311	51,3	606
Région de la capitale nationale	2,176	2,382	49,7	4,788	11,971	18,150	59,4	30,545
Étranger	78	99	51,6	192	258	123	31,9	386
Total^a	7,861	7,001	45,1	15,538	37,560	45,858	54,3	84,490
								100,041
								100
Terre-Neuve	117	67	28,0	239	1,063	739	39,9	1,853
Île-du-Prince-Édouard	63	36	31,0	116	306	371	54,2	685
Nouvelle-Écosse	473	202	26,0	778	2,857	1,334	29,6	4,504
Nouveau-Brunswick	178	90	29,9	301	1,031	1,302	55,4	2,350
Québec (sauf RCN)	508	456	42,8	1,012	5,334	7,191	56,8	12,666
Ontario (sauf RCN)	739	621	45,2	1,452	4,221	6,568	58,8	11,165
Manitoba	236	264	47,6	555	1,326	2,159	60,7	3,554
Saskatchewan	208	235	51,5	456	579	856	59,1	1,449
Alberta	459	430	47,2	911	1,646	2,138	56,2	3,805
Colombie-Britannique	486	454	46,9	969	3,237	3,454	51,2	6,746
Yukon	36	67	61,5	109	113	220	65,5	336
Territoires du Nord-Ouest	142	178	55,1	323	191	255	57,2	446
Région de la capitale nationale	1,237	1,421	50,8	2,798	9,953	16,309	61,6	26,457
Étranger	20	25	53,2	47	337	156	31,5	495
Total^a	4,902	4,546	45,2	10,066	32,194	43,053	56,3	76,512
								86,588
								100

^a Dans 1,749 cas en 1982 et 1,883 en 1983, les documents de nomination ne précisent pas le sexe de l'employé; dans 13 cas en 1982 et 10 en 1983, ils ne précisent pas s'il s'agit d'une nomination à ou au sein de la Fonction publique.

^b Dans 3 cas en 1982 et 1 en 1983, les documents de nomination ne précisent pas le lieu de travail.

ominaons et mode de sélection

artition, en nombre et pourcentage, des nominations au sein de la Fonction publique selon le de de sélection et la modalité de nomination, 1982 et 1983

1982

Modalité de nomination^a

	Mutations		Reconductions		Mutations régressives		Retrogradations		Total ^b	
	N.	%	N.	%	N.	%	N.	%	N.	%
de de										
tion										
vec concours	17,630	66.9	6,647	31.4	1,441	4.2	681	25.7	0	0.0
• affiche	3,105	11.8	5,242	24.8	30,191	88.0	530	20.0	0	0.0
• répertoire	5,225	19.8	53	0.3	3	0.0	100	3.8	0	0.0
ans concours										
• reclassement	395	1.5	9,228	43.6	2,653	7.7	1,335	50.4	5	100.0
• autres modalités	26,360	100.0	21,172	100.0	34,289	100.0	2,647	100.0	5	100.0
Total ^c	26,360	100.0	21,172	100.0	34,289	100.0	2,647	100.0	5	100.0
vec concours	12,415	62.2	4,750	26.2	1,520	4.2	528	22.7	0	0.0
• affiche	2,492	12.5	3,617	20.0	16,504	45.7	399	17.2	0	0.0
• répertoire	4,512	22.6	260	1.4	0	0.0	79	3.4	0	0.0
ans concours										
• reclassement	529	2.7	9,482	52.4	18,064	50.1	1,318	56.7	4	100.0
• autres modalités	19,949	100.0	18,110	100.0	36,088	100.0	2,324	100.0	4	100.0
Total ^c	19,949	100.0	18,110	100.0	36,088	100.0	2,324	100.0	4	100.0

la note technique.
11 cas en 1982 et 37 en 1983, les documents de nomination ne précisent pas le mode de nomination.
17 cas en 1982 et 37 en 1983, les documents de nomination ne précisent pas le mode de nomination.

Nominations et catégorie professionnelle

répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon la catégorie professionnelle et la modalité de nomination, 1982 et 1983

1982											
Nominations au sein de la Fonction publique											
Modalité de nomination ^a											
Catégorie professionnelle	Nominations à la Fonction publique			Mutations latérales ou redeploiements			Reconductions			Mutations régressives	
	N.	%	N.	N.	%	N.	N.	%	N.	%	Retrogradations
Administration	69	0,4	409	1,6	227	1,1	0	0,0	13	0,5	0
Techniciens	2,409	15,5	2,505	9,5	1,450	6,8	935	2,7	142	5,4	1
Extérieur	3,226	20,8	8,399	31,9	4,079	19,3	1,846	5,4	648	24,5	0
Administration et service	2,165	13,9	3,321	12,6	1,827	8,6	1,761	5,1	264	10,0	0
Techniciens	4,936	31,8	9,062	34,4	10,332	48,8	21,838	63,7	1,177	44,5	1
Soutien administratif	2,695	17,3	2,663	10,1	3,257	15,4	7,908	23,1	402	15,2	3
Exploitation	15,538	100,0	26,360	100,0	21,172	100,0	34,289	100,0	2,647	100,0	5
1983											
Administration	71	0,7	580	2,9	466	2,6	0	0,0	10	0,4	0
Techniciens et spécialistes	1,627	16,2	1,916	9,6	1,142	6,3	1,054	2,9	148	6,4	0
Extérieur	1,904	18,9	6,213	31,1	3,657	20,2	3,278	9,1	542	23,3	1
Administration et service	1,099	10,9	2,402	12,0	1,675	9,2	1,612	4,5	165	7,1	1
Techniciens	3,004	29,8	6,522	32,7	8,093	44,7	24,334	67,4	1,012	43,5	2
Soutien administratif	2,340	23,2	2,310	11,6	3,077	17,0	5,810	16,1	446	19,2	0
Exploitation	10,066	100,0	19,949	100,0	18,110	100,0	36,088	100,0	2,324	100,0	4
Total ^b											
	86,588	100,0	162								

^a Pour la note technique, les documents de nomination ne précisent pas la modalité de nomination, mais 30 cas en 1982 et 47 en 1983, les documents de nomination ne précisent pas la modalité de nomination, mais 42 nominations en 1982 et 30 en 1983 à des postes qui ne sont pas classés dans l'une ou l'autre des catégories professionnelles.

Tableau 29

Nominations et modalité d'emploi									
Nominations à et au sein de la Fonction publique selon la modalité d'emploi, 1982 et 1983									
Modalité d'emploi	Période indéterminée	1982		1983		Total ^a	Fonction publique	Fonction publique	Total ^a
		A la	Fonction publique	A la	Fonction publique				
Période déterminée	• Temps plein	9,265	41,334	50,604	5,451	32,276	37,730		
	• Temps partiel	192	315	507	168	324	493		
	• Saisonnier	663	363	1,028	452	331	783		
	Total ^b	10,121	42,012	52,140	6,071	32,931	39,006		
Toutes les modalités d'emploi									
• Temps plein	• Temps plein	5,206	41,242	46,451	3,798	41,984	45,787		
	• Temps partiel	199	1,212	1,411	190	1,576	1,767		
	• Saisonnier	11	16	27	7	18	25		
	Total ^b	5,416	42,472	47,893	3,995	43,578	47,579		
Dans 13 cas en 1982 et 10 en 1983, les documents de nomination ne précisent pas s'il s'agit d'une nomination à ou au sein de la Fonction publique.									
L'addition de ces totaux ne correspond pas au grand total parce que, dans B cas en 1982 et 3 en 1983, les documents de nomination ne précisent pas la modalité d'emploi (période indéterminée ou déterminée).									
Dans 7 cas en 1982, les documents de nomination ne précisent pas la modalité d'emploi (temps plein, temps partiel ou saisonnier).									
Grand total ^c									
• Temps plein	14,472	82,581	97,061	9,249	74,263	83,520			
• Temps partiel	391	1,527	1,918	358	1,900	2,260			
• Saisonnier	674	379	1,055	459	349	808			
	15,538	84,490	100,041	10,066	76,512	86,588			

Statut linguistique du poste, catégorie professionnelle et groupe linguistique
Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le statut linguistique du poste et le groupe linguistique de l'employé, 1983

Catégorie professionnelle	Statut linguistique du poste				N.	N.	%	Anglophones et francophones	
		Anglophones	Francophones	et				Anglophones	
Gestion	Bilingue	2,181	678	23.7	2,859	657	2	2,859	Total
	Anglais	648	9	1.4	657	2	100.0	2	
	Français	0	2			96	29	125	
	Anglais ou français	96	29	23.2	125	3,867	7,176	12,531	
	Total	3,106	761	19.7	3,867				
Scientifiques et spécialistes	Bilingue	3,668	3,508	48.9	7,176	657	2	7,176	
	Anglais	12,277	254	2.0	12,531	813	797	12,531	
	Français	24	789	97.0	813	797	22,272	22,484	
	Anglais ou français	650	147	18.4	797	2,316	28,273	28,273	
	Total	17,458	4,814	21.6	22,272				
Administration et service extérieur	Bilingue	8,848	12,471	58.5	21,319	2,316	2,028	2,028	
	Anglais	27,704	569	2.0	28,273	55,541	55,391	55,391	
	Français	59	2,257	97.5	2,316	1,580	448	22.1	
	Anglais ou français	1,580	448	22.1	2,028	39,230	16,161	29.2	
	Total	39,230	16,161	29.2	55,391				
Techniciens	Bilingue	1,787	3,393	65.5	5,180	18,563	1,118	1,118	
	Anglais	18,067	496	2.7	18,563	1,402	1,402	1,402	
	Français	40	1,078	96.4	1,118	26,998	20.1	26,911	
	Anglais ou français	1,095	307	21.9	1,402	5,382	13,181	18,563	
	Total	21,514	5,397	20.1	26,911				
Soutien administratif	Bilingue	5,382	13,181	71.0	18,563	37,314	5,615	5,615	
	Anglais	35,770	1,544	4.1	37,314	4,185	4,185	4,185	
	Français	111	5,504	98.0	5,615	69,211	32.6	69,703	
	Anglais ou français	2,787	1,398	33.4	4,185	46,629	22,582	69,211	
	Total	46,629	22,582	32.6	69,211				
Exploitation	Bilingue	698	2,046	74.6	2,744	28,536	5,774	5,774	
	Anglais	27,921	615	2.2	28,536	3,903	42,882	43,280	
	Français	168	5,606	97.1	5,774	125,910	15,638	15,638	
	Anglais ou français	1,962	1,941	49.7	3,903	160,251	60,417	27.4	
	Total	32,274	10,608	24.7	42,882	220,668	222,044	222,044	
Toutes les catégories*	Bilingue	22,562	35,384	61.1	57,946	125,910	15,638	15,638	
	Anglais	122,425	3,485	2.8	125,910	4,269	8,173	12,442	
	Français	402	15,236	97.4	15,638	160,251	60,417	27.4	
	Anglais ou français	8,173	4,269	34.3	12,442	220,668	222,044	222,044	
	Grand total	160,251	60,417	27.4	220,668				

* Toutes les catégories*
Bilingue
Anglais
Français
Anglais ou français
Grand total

10,108 cas, le statut linguistique du poste n'a pas été précisé.
l'addition des totaux ne correspond pas au grand total; la différence est de 40. Voir la note technique.
comprend 21 employés dont le poste n'est pas classé dans l'une ou l'autre des six catégories professionnelles.
Sources : Catégorie de la gestion : Système d'information des ressources de gestion; autres catégories : Ministère des Approvisionnements et Services

* Les 10,108 cas, le statut linguistique du poste n'a pas été précisé.
Addition des totaux ne correspond pas au grand total; la différence est de 40. Voir la note technique.
Comprend 211 employés dont le poste n'est pas classé dans l'une ou l'autre des six catégories professionnelles.
Sources : Catégorie de la gestion : Système d'information des ressources de gestion; autres catégories : Ministère des Approvisionnement et Services

Tableau 27

Catégorie de l'exploitation et francophones

Répartition, en nombre et pourcentage, des francophones de la catégorie de l'exploitation selon le ministère, 1983

Ministère	Francophones	Anglophones	Effectif total de la catégorie
Ministère	N.	%	Francophones et francophones
Agence canadienne de développement international	2	100.0	2
Bureau du Commissaire aux langues officielles	1	100.0	1
Conseil du Trésor (Secrétariat)	1	100.0	1
Secrétariat d'Etat du Canada	6	85.7	7
Cour fédérale	9	81.8	11
Affaires des anciens combattants	733	80.2	914
Commission de la Fonction publique	17	70.8	24
Travail	2	66.7	3
Approvisionnement et Services	904	62.6	1,445
Bureau du Conseil privé	9	60.0	15
Ministères dont l'effectif est inférieur à 100 employés	33	57.9	57
Industrie et Commerce	5	55.6	9
Agence d'examen de l'investissement étranger	1	50.0	2
Bibliothèque nationale du Canada	1	50.0	2
Finances	4	50.0	8
Statistique Canada	14	45.2	31
Archives publiques du Canada	16	44.4	36
Musées nationaux du Canada	85	44.3	192
Emploi et Immigration	29	42.0	69
Affaires extérieures	70	39.1	179
Revenu national (Douanes et Accise, Impôt)	98	35.3	278
Energie, Mines et Ressources	87	33.9	257
Justice	3	33.3	9
Travaux publics	1,165	32.6	3,570
Service correctionnel du Canada	1,932	32.3	5,989
Consommation et Corporations	10	31.3	32
Transports	1,225	22.6	5,429
Gendarmerie royale du Canada ^a	81	21.7	374
Communications	14	20.0	70
Défense nationale (civils)	3,437	18.3	18,821
Agriculture	253	17.7	1,427
Environnement	210	12.9	1,625
Santé nationale et Bien-être social	92	12.0	769
Commission des grains	18	9.2	196
Affaires indiennes et du Nord canadien	18	5.3	340
Pêches et Océans	23	3.4	683
Commission nationale des libérations conditionnelles	0	0.0	1
Conseil du Trésor (Bureau du Contrôleur général)	0	0.0	1
Office national de l'énergie	0	0.0	1
Solliciteur général	0	0.0	2
Total	10,608	24.7	42,882
Employés assujettis à la Loi sur l'emploi dans la Fonction publique seulement			43,280

Source : Ministère des Approvisionnements et Services

Tableau 26

Catégorie du soutien administratif et francophones
Répartition, en nombre et pourcentage, des francophones de la catégorie du soutien administratif
selon le ministère, 1983

Ministère	Francophones		N.	%	Anglophones et total de la catégorie
	Effectif	et			
Bureau du Commissaire aux langues officielles	32	84,2	729	68,6	1,062
Secrétariat d'Etat du Canada	729	68,6	522	67,9	769
Commission de la Fonction publique	522	67,9	258	67,2	384
Agence canadienne de développement international	258	67,2			
Conseil de la radiodiffusion et des télécommunications canadiennes	80	64,0	125		125
Bureau du Conseil privé	110	57,3	192		192
Ministères dont l'effectif est inférieur à 100 employés	246	55,3	445		461
Département d'Etat au Développement économique	45	52,9	85		85
Conseil du Trésor (Secrétariat)	107	52,5	204		204
Cour fédérale	42	52,5	80		80
Consommation et Corporations	467	51,3	910		913
Bibliothèque nationale du Canada	111	50,9	218		218
Conseil du Trésor (Bureau du Contrôleur général)	17	50,0	34		34
Finances	132	48,4	273		273
Commission canadienne des transports	126	46,7	270		271
Commission canadienne des droits de la personne	20	46,5	43		43
Musées nationaux du Canada	96	45,1	213		213
Sciences et Technologie	17	44,7	38		38
Commission nationale des libérations conditionnelles	70	44,3	158		158
Archives publiques du Canada	155	42,3	366		366
Statistique Canada	861	40,9	2,105		2,167
Approvisionnement et Services	1,905	40,5	4,701		4,752
Communications	251	40,5	620		621
Justice	201	38,8	518		520
Solliciteur général	38	38,8	98		100
Travail	122	38,1	320		320
Emploi et Immigration	4,408	36,0	12,232		12,280
Industrie et Commerce	320	35,3	906		920
Service correctionnel du Canada	508	34,7	1,465		1,469
Affaires extérieures	594	32,9	1,808		1,813
Energie, Mines et Ressources	399	32,5	1,229		1,233
Office national de l'énergie	37	29,8	124		124
Transports	955	29,5	3,232		3,245
Affaires des anciens combattants	367	29,2	1,255		1,265
Environnement	561	29,2	1,920		1,925
Revenu national (Douanes et Accise, Impôt)	2,775	28,9	9,601		9,607
Santé nationale et Bien-être social	1,022	27,9	3,661		3,721
Commission canadienne des pensions	54	25,5	212		213
Agriculture	411	25,4	1,620		1,633
Travaux publics	359	25,1	1,429		1,448
Département des Assurances	13	23,6	55		55
Gendarmerie royale du Canada ^a	670	22,7	2,953		2,955
Pêches et Océans	216	22,1	976		976
Affaires indiennes et du Nord canadien	305	21,6	1,411		1,435
Défense nationale (civils)	1,822	21,4	8,504		8,606
Agence d'examen de l'investissement étranger	9	19,1	47		47
Commission canadienne des grains	10	8,3	120		127
Office de l'établissement agricole des anciens combattants	7	7,3	96		96
Administration du rétablissement agricole des Prairies	0	0,0	86		103
Total	22,582	32,6	69,211		69,703

^a Employés assujettis à la Loi sur l'emploi dans la Fonction publique seulement
Source : Ministère des Approvisionnements et Services

Tableau 25

Catégorie des techniciens et francophones

Répartition, en nombre et pourcentage, des francophones de la catégorie des techniciens selon le ministère, 1983

Ministère	Francophones		N.	%	Anglophones et total de la catégorie
	Effectif	total de la catégorie			
Agence canadienne de développement international	12	66,7	18		18
Secrétariat d'Etat du Canada	27	65,9	41		41
Affaires des anciens combattants	17	63,0	27		27
Bureau du Conseil privé	3	60,0	5		5
Conseil de la radiodiffusion et des télécommunications canadiennes	7	58,3	12		12
Commission de la Fonction publique	26	61,0	51		51
Ministères dont l'effectif est inférieur à 100 employés	20	41,7	48		49
Emploi et Immigration	30	39,5	76		76
Industrie et Commerce	23	37,7	61		62
Bibliothèque nationale du Canada	19	36,5	52		52
Archives publiques du Canada	45	36,3	124		124
Statistique Canada	268	34,8	770		773
Finances	13	34,2	38		38
Département d'Etat au Développement économique	1	33,3	3		3
Travail	12	32,4	37		37
Approvisionnement et Services	37	30,1	123		126
Service correctionnel du Canada	27	30,0	90		91
Solliciteur général	2	28,6	7		7
Consommation et Corporations	156	27,8	561		561
Justice	14	27,5	51		51
Revenu national (Douanes et Accise, Impôt)	60	27,1	221		221
Conseil du Trésor (Secrétariat)	3	25,0	12		12
Agriculture	776	23,3	3,328		3,340
Energie, Mines et Ressources	246	23,0	1,071		1,074
Communications	130	21,1	615		615
Défense nationale (civils)	592	21,0	2,826		2,832
Travaux publics	238	21,0	1,136		1,141
Transports	1,657	19,2	8,615		8,625
Santé nationale et Bien-être social	126	18,9	665		685
Musées nationaux du Canada	44	17,1	257		257
Affaires extérieures	25	16,9	148		148
Environnement	475	16,4	2,899		2,903
Commission canadienne des transports	16	15,7	102		102
Office national de l'énergie	4	13,3	30		30
Gendarmerie royale du Canada ^a	10	12,7	79		79
Affaires indiennes et du Nord canadien	44	12,2	361		365
Pêches et Océans	175	8,9	1,962		1,963
Commission canadienne des grains	17	4,5	377		390
Agence d'examen de l'investissement étranger	0	0,0	4		4
Bureau du Commissaire aux langues officielles	0	0,0	1		1
Commission canadienne des droits de la personne	0	0,0	1		1
Commission canadienne des pensions	0	0,0	1		1
Commission nationale des libérations conditionnelles	0	0,0	2		2
Conseil du Trésor (Bureau du Contrôleur général)	0	0,0	1		1
Cour fédérale	0	0,0	1		1
Sciences et Technologie	0	0,0	2		2
Total	5,397	20,1	26,911		26,998

* Emploies assujettis à la Loi sur l'emploi dans la Fonction publique seulement

Source : Ministère des Approvisionnements et Services

Tableau 24

Catégorie de l'administration et du service extérieur et francophones

Ministère	N.	%	Anglophones		Effectif total de la catégorie
			Francophones	et francophones	
Bureau du Commissaire aux langues officielles	49	70.0	70.0	70	70
Commission de la Fonction publique	400	49.9	802	802	802
Agence canadienne de développement international	251	48.7	515	515	515
Conseil de la radiodiffusion et des télécommunications canadiennes	100	48.5	207	207	207
Justice	48	47.1	105	105	105
Bureau du Conseil privé	30	42.9	72	72	72
Ministères dont l'effectif est inférieur à 100 employés	89	42.8	209	209	209
Cour fédérale	25	42.4	59	59	59
Finances	69	38.5	180	180	180
Commission nationale des libérations conditionnelles	31	37.8	82	82	82
Communications	181	36.9	493	493	493
Consommation et Corporations	241	36.0	669	669	669
Archives publiques du Canada	47	34.8	135	135	135
Musées nationaux du Canada	79	34.3	230	230	230
Statistique Canada	258	34.3	756	756	756
Commission canadienne des transports	73	33.2	220	220	220
Bibliothèque nationale du Canada	19	32.8	58	58	58
Service correctionnel du Canada	574	32.1	1,789	1,789	1,789
Emploi et Immigration	3,777	31.7	11,942	11,942	11,942
Département d'Etat au Développement économique	23	29.5	78	78	78
Approvisionnement et Services	970	28.9	3,361	3,361	3,361
Sciences et Technologie	15	28.8	52	52	52
Conseil du Trésor (Secrétariat)	102	28.4	359	359	359
Conseil du Trésor (Bureau du Contrôleur général)	15	28.3	53	53	53
Environnement	408	27.8	1,468	1,468	1,468
Santé nationale et Bien-être social	453	27.1	1,686	1,686	1,686
Commission canadienne des droits de la personne	17	26.2	65	65	65
Travail	92	25.9	355	355	355
Solliciteur général	25	25.8	99	99	99
Energie, Mines et Ressources	206	25.7	802	802	802
Industrie et Commerce	333	25.6	1,312	1,312	1,312
Affaires extérieures	488	25.1	1,953	1,953	1,953
Gendarmerie royale du Canada ^a	61	25.0	244	244	245
Département des Assurances	29	24.4	119	119	119
Transports	605	24.2	2,508	2,508	2,508
Revenu national (Douanes et Accise, Impôt)	2,988	24.1	12,422	12,422	12,422
Travaux publics	344	23.1	1,491	1,491	1,491
Agriculture	201	22.4	902	902	902
Agence d'examen de l'investissement étranger	12	21.8	55	55	55
Affaires des anciens combattants	188	21.3	887	887	887
Pêches et Océans	167	21.1	790	790	790
Défense nationale (civils)	369	19.5	1,891	1,891	1,891
Affaires indiennes et du Nord canadien	330	18.6	1,808	1,808	1,808
Commission canadienne des pensions	11	18.6	59	59	59
Office national de l'énergie	14	11.9	119	119	119
Office de l'établissement agricole des anciens combattants	8	11.4	70	70	70
Commission canadienne des grains	2	6.5	34	34	34
Total	16,161	29.2	55,391	55,541	55,541

Source : Ministère des Approvisionnements et Services
*Employés assujettis à la Loi sur l'emploi dans la Fonction publique seulement

Répartition, en nombre et pourcentage, des francophones de la catégorie de l'administration et du service extérieur selon le ministère, 1983

Tableau 23

Catégorie des scientifiques et spécialistes et francophones

Répartition, en nombre et pourcentage, des francophones de la catégorie des scientifiques et spécialistes selon le ministère, 1983

Ministère	Francophones	Anglophones	Effectif total de la catégorie
Commission de la Fonction publique	521	75,7	688
Affaires des anciens combattants	206	55,2	373
Secrétariat d'Etat du Canada	12	52,2	23
Conseil du Trésor (Bureau du Contrôleur général)	2	50,0	4
Agence canadienne de développement international	32	45,7	70
Département des Assurances	7	38,9	18
Industrie et Commerce	25	33,3	75
Emploi et Immigration	58	29,1	199
Défense nationale (civils)	477	27,1	1,769
Service correctionnel du Canada	191	26,9	711
Approvisionnement et Services	62	26,7	232
Archives publiques du Canada	27	26,0	104
Justice	164	25,9	632
Statistique Canada	192	25,5	752
Gendarmerie royale du Canada ^a	6	25,0	24
Revenu national (Douanes et Accise, Impôt)	674	24,0	2,807
Bibliothèque nationale du Canada	47	22,7	207
Commission canadienne des transports	34	21,8	156
Département d'Etat au Développement économique	8	21,1	38
Ministères dont l'effectif est inférieur à 100 employés	14	20,6	68
Finances	55	20,5	268
Communications	71	19,7	360
Agriculture	408	19,5	2,095
Transports	160	19,3	831
Consommation et Corporations	44	18,5	238
Environnement	438	18,5	2,371
Travail	9	17,6	51
Conseil de la radiodiffusion et des télécommunications canadiennes	6	17,1	35
Bureau du Conseil privé	1	16,7	6
Sciences et Technologie	1	16,7	6
Santé nationale et Bien-être social	301	15,7	1,917
Energie, Mines et Ressources	180	13,5	1,338
Solliciteur général	4	12,5	32
Office national de l'énergie	16	11,4	140
Musées nationaux du Canada	10	10,3	97
Affaires extérieures	5	10,0	50
Conseil du Trésor (Secrétariat)	3	9,7	31
Commission canadienne des pensions	3	9,1	33
Affaires indiennes et du Nord canadien	147	8,8	1,678
Pêches et Océans	77	7,7	1,001
Administration du rétablissement agricole des Prairies	0	0,0	75
Agence d'examen de l'investissement étranger	0	0,0	6
Bureau du Commissaire aux langues officielles	0	0,0	1
Commission canadienne des droits de la personne	0	0,0	5
Commission canadienne des grains	0	0,0	23
Commission nationale des libérations conditionnelles	0	0,0	1
Office de l'établissement agricole des anciens combattants	0	0,0	1
Total	4,814	21,6	22,272
Employés assujettis à la Loi sur l'emploi dans la Fonction publique seulement	0	0,0	1

Source : Ministère des Approvisionnement et Services

Catégorie de la gestion et francophones			Répartition, en nombre et pourcentage, des francophones de la catégorie de la gestion selon le ministère, 1983		
Ministère	Effectif	Francophones	N.	%	total de la catégorie
Gendarmerie royale du Canada ^a	1	100.0	1	100.0	1
Bureau du Commissaire aux langues officielles	15	73.3	11	73.3	15
Justice	16	50.0	8	50.0	16
Secrétariat d'Etat du Canada	51	47.1	24	47.1	51
Commission de la Fonction publique	63	46.0	29	46.0	63
Commission canadienne des droits de la personne	5	40.0	2	40.0	5
Commission des relations de travail dans la Fonction publique	11	36.4	4	36.4	11
Agence canadienne de développement international	105	36.2	38	36.2	105
Service correctionnel du Canada	65	30.8	20	30.8	65
Ministère dont l'effectif est inférieur à 100 employés	64	29.7	19	29.7	64
Emploi et Immigration	197	29.4	58	29.4	197
Commission nationale des libérations conditionnelles	8	25.0	2	25.0	8
Consommation et Corporations	64	25.0	16	25.0	64
Département d'Etat au Développement économique	41	24.4	10	24.4	41
Conseil de la radiodiffusion et des télécommunications canadiennes	25	24.0	6	24.0	25
Communications	98	23.5	23	23.5	98
Expansion industrielle régionale	222	22.5	50	22.5	222
Archives publiques du Canada	18	22.2	4	22.2	18
Revenu national (Douanes et Accise, Impôt)	208	22.1	46	22.1	208
Conseil du Trésor (Secrétariat)	177	22.0	39	22.0	177
Travail	33	21.2	7	21.2	33
Sciences et Technologie	19	21.1	4	21.1	19
Solliciteur général	19	21.1	4	21.1	19
Musées nationaux du Canada	24	20.8	5	20.8	24
Affaires extérieures	166	19.9	33	19.9	166
Affaires des anciens combattants	27	18.5	5	18.5	27
Approvisionnement et Services	220	17.7	39	17.7	220
Santé nationale et Bien-être social	147	17.0	25	17.0	147
Bureau du Conseil privé	60	16.7	10	16.7	60
Affaires indiennes et du Nord canadien	146	16.4	24	16.4	146
Travaux publics	128	16.4	21	16.4	128
Transports	276	15.9	44	15.9	276
Statistique Canada	77	15.6	12	15.6	77
Agence d'examen de l'investissement étranger	15	13.3	2	13.3	15
Environnement	279	13.3	37	13.3	279
Agriculture	148	12.8	19	12.8	148
Conseil du Trésor (Bureau du Contrôleur général)	73	12.3	9	12.3	73
Finances	70	11.4	8	11.4	70
Pêches et Océans	116	11.2	13	11.2	116
Défense nationale (civils)	126	11.1	14	11.1	126
Commission canadienne des transports	38	10.5	4	10.5	38
Energie, Mines et Ressources	161	7.5	12	7.5	161
Bibliothèque nationale du Canada	7	0.0	0	0.0	7
Commission canadienne des grains	6	0.0	0	0.0	6
Commission canadienne des pensions	1	0.0	0	0.0	1
Cour fédérale	1	0.0	0	0.0	1
Département des Assurances	7	0.0	0	0.0	7
Office national de l'énergie	23	0.0	0	0.0	23
Total	3,867	19.7	761	19.7	3,867

^aEmploies assujettis à la Loi sur l'emploi dans la Fonction publique seulement

Source : Système d'information des ressources de gestion

Tableau 22

Tableau 21

Catégorie de l'exploitation et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie de l'exploitation selon le ministère, 1983

Ministère	Femmes		Effectif total de la catégorie
	N.	%	
Santé nationale et Bien-être social	445	54,7	813
Bibliothèque nationale du Canada	1	50,0	2
Affaires des anciens combattants	334	36,5	916
Affaires indiennes et du Nord canadien	125	34,8	359
Bureau du Conseil privé	7	31,8	22
Approvisionnement et Services	416	28,7	1,449
Gendarmerie royale du Canada ^a	89	23,7	375
Ministères dont l'effectif est inférieur à 100 employés	12	21,1	57
Cour fédérale	2	18,2	11
Défense nationale (civils)	2,765	14,5	19,052
Emploi et Immigration	10	14,3	70
Industrie et Commerce	1	11,1	9
Travaux publics	382	10,6	3,601
Musées nationaux du Canada	16	8,3	192
Environnement	131	8,0	1,637
Revenu national (Douanes et Accise, Impôt)	21	7,6	278
Agriculture	97	6,8	1,436
Service correctionnel du Canada	366	6,1	5,996
Commission canadienne des grains	11	5,4	204
Commission de la Fonction publique	1	4,2	24
Pêches et Océans	22	3,2	683
Affaires extérieures	3	1,7	181
Communications	1	1,4	70
Transports	63	1,2	5,449
Energie, Mines et Ressources	1	0,4	257
Agence canadienne de développement international	0	0,0	2
Agence d'examen de l'investissement étranger	0	0,0	2
Archives publiques du Canada	0	0,0	36
Bureau du Commissaire aux langues officielles	0	0,0	1
Commission nationale des libérations conditionnelles	0	0,0	1
Conseil du Trésor (Bureau du Contrôleur général)	0	0,0	1
Conseil du Trésor (Secrétariat)	0	0,0	1
Consommation et Corporations	0	0,0	32
Finances	0	0,0	8
Justice	0	0,0	9
Office national de l'énergie	0	0,0	1
Secrétariat d'Etat du Canada	0	0,0	7
Solliciteur général	0	0,0	2
Statistique Canada	0	0,0	31
Travail	0	0,0	3
Total	5,322	12,3	43,280

^aEmployés assujettis à la Loi sur l'emploi dans la Fonction publique seulement
Source : Ministère des Approvisionnements et Services

Tableau 20

Catégorie du soutien administratif et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie du soutien administratif selon le ministère, 1983

Ministère	Femmes		Effectif total de la catégorie
	N.	%	
Agence d'examen de l'investissement étranger	44	93,6	47
Justice	481	92,5	520
Gendarmerie royale du Canada ^a	2,715	91,9	2,955
Administration du rétablissement agricole des Prairies	94	91,3	103
Secrétariat d'Etat du Canada	952	89,6	1,062
Département d'Etat au Développement économique	76	88,4	85
Affaires indiennes et du Nord canadien	1,273	88,7	1,435
Industrie et Commerce	815	88,6	920
Service correctionnel du Canada	1,302	88,6	1,469
Pêches et Océans	860	88,1	976
Commission de la Fonction publique	676	87,9	769
Musées nationaux du Canada	186	87,3	213
Travail	279	87,2	320
Communications	540	87,0	621
Solliciteur général	87	87,0	100
Sciences et Technologie	33	86,8	38
Commission nationale des libérations conditionnelles	137	86,7	158
Agriculture	1,409	86,3	1,633
Office national de l'énergie	107	86,3	124
Agence canadienne de développement international	329	85,7	384
Conseil du Trésor (Bureau du Contrôleur général)	29	85,3	34
Commission canadienne des grains	108	85,0	127
Conseil de la radiodiffusion et des télécommunications canadiennes	106	84,8	125
Finances	231	84,6	273
Conseil du Trésor (Secrétariat)	172	84,3	204
Emploi et Immigration	10,238	83,4	12,280
Santé nationale et Bien-être social	3,098	83,3	3,721
Environnement	1,598	83,0	1,925
Transports	2,660	82,0	3,245
Défense nationale (civils)	7,031	81,7	8,606
Consommation et Corporations	745	81,6	913
Ministères dont l'effectif est inférieur à 100 employés	376	81,6	461
Travaux publics	1,180	81,5	1,448
Commission canadienne des droits de la personne	35	81,4	43
Revenu national (Douanes et Accise, Impôt)	7,820	81,4	9,607
Office de l'établissement agricole des anciens combattants	78	81,3	96
Commission canadienne des pensions	173	81,2	213
Energie, Mines et Ressources	999	81,0	1,233
Commission canadienne des transports	218	80,4	271
Département des Assurances	44	80,0	55
Bibliothèque nationale du Canada	172	78,9	218
Affaires des anciens combattants	980	77,5	1,265
Approvisionnement et Services	3,627	76,3	4,752
Statistique Canada	1,639	75,6	2,167
Bureau du Conseil privé	145	75,5	192
Cour fédérale	58	72,5	80
Bureau du Commissaire aux langues officielles	27	71,1	38
Affaires extérieures	1,237	68,2	1,813
Archives publiques du Canada	211	67,7	366
Total	57,430	82,4	69,703

Employés assujettis à la Loi sur l'emploi dans la Fonction publique seulement
Source : Ministère des Approvisionnements et Services

Tableau 19

Catégorie des techniciens et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie des techniciens selon le ministère, 1983

Ministère	N.	Femmes	Effectif total de la catégorie
Agence d'examen de l'investissement étranger	4	100,0	4
Bureau du Commissaire aux langues officielles	1	100,0	1
Commission canadienne des droits de la personne	1	100,0	1
Commission canadienne des pensions	1	100,0	1
Commission nationale des libérations conditionnelles	2	100,0	2
Conseil du Trésor (Bureau du Contrôleur général)	1	100,0	1
Sciences et Technologie	2	100,0	2
Solliciteur général	6	85,7	7
Bibliothèque nationale du Canada	40	76,9	52
Justice	38	74,5	51
Secrétariat d'Etat du Canada	30	73,2	41
Département d'Etat au Développement économique	2	66,7	3
Affaires des anciens combattants	17	63,0	27
Conseil du Trésor (Secrétariat)	6	50,0	12
Travail	18	48,6	37
Agence canadienne de développement international	8	44,4	18
Statistique Canada	326	42,2	773
Santé nationale et Bien-être social	286	41,8	685
Bureau du Conseil privé	2	40,0	5
Finances	15	39,5	38
Emploi et Immigration	29	38,2	76
Gendarmerie royale du Canada ^a	30	38,0	79
Archives publiques du Canada	46	37,1	124
Commission de la Fonction publique	17	33,3	51
Industrie et Commerce	20	32,3	62
Musées nationaux du Canada	80	31,1	257
Office national de l'énergie	9	30,0	30
Ministères dont l'effectif est inférieur à 100 employés	13	26,5	49
Affaires indiennes et du Nord canadien	95	26,0	365
Conseil de la radiodiffusion et des télécommunications canadiennes	3	25,0	12
Service correctionnel du Canada	18	19,8	91
Affaires extérieures	29	19,6	148
Agriculture	555	16,6	3,340
Approvisionnement et Services	19	15,2	125
Energie, Mines et Ressources	159	14,8	1,074
Commission canadienne des grains	57	14,6	390
Revenu national (Douanes et Accise, Impôt)	31	14,0	221
Environnement	360	12,4	2,903
Commission canadienne des transports	12	11,8	102
Pêches et Océans	190	9,7	1,963
Consommation et Corporations	47	8,4	561
Travaux publics	60	5,3	1,141
Défense nationale (civils)	145	5,1	2,832
Transports	425	4,9	8,625
Communications	28	4,6	615
Cour fédérale	0	0,0	1
Total	3,283	12,2	26,998

Emploies assujéti à la Loi sur l'emploi dans la Fonction publique seulement

Source : Ministère des Approvisionnements et Services

Tableau 18

Catégorie de l'administration et du service extérieur et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie de l'administration et du service extérieur selon le ministère, 1983

Ministère	Femmes		total de la catégorie
	N.	%	
Bureau du Conseil privé	41	56,9	72
Commission canadienne des droits de la personne	35	53,8	65
Musées nationaux du Canada	123	53,5	230
Département d'État au Développement économique	41	52,6	78
Ministères dont l'effectif est inférieur à 100 employés	110	52,6	209
Secrétariat d'État du Canada	1,002	52,6	1,905
Bibliothèque nationale du Canada	30	51,7	58
Justice	54	51,4	105
Gendarmerie royale du Canada ^a	123	50,2	245
Commission nationale des libérations conditionnelles	41	50,0	82
Bureau du Commissaire aux langues officielles	33	47,1	70
Santé nationale et Bien-être social	793	47,0	1,686
Finances	84	46,7	180
Commission de la Fonction publique	361	45,0	802
Cour fédérale	26	44,1	59
Solliciteur général	43	43,4	99
Communications	205	41,6	493
Emploi et Immigration	4,757	39,8	11,942
Conseil du Trésor (Bureau du Contrôleur général)	21	39,6	53
Conseil du Trésor (Secrétariat)	140	39,0	359
Affaires indiennes et du Nord canadien	676	37,4	1,808
Commission canadienne des pensions	22	37,3	59
Consommation et Corporations	236	35,3	669
Statistique Canada	267	35,3	756
Energie, Mines et Ressources	282	35,2	802
Agence canadienne de développement international	181	35,1	515
Affaires des anciens combattants	302	34,0	887
Conseil de la radiodiffusion et des télécommunications canadiennes	70	33,8	207
Environnement	461	31,4	1,468
Transports	785	31,3	2,508
Approvisionnement et Services	1,049	31,2	3,361
Commission canadienne des transports	68	30,9	220
Travail	107	30,1	355
Revenu national (Douanes et Accise, Impôt)	3,701	29,8	12,422
Agriculture	263	29,2	902
Archives publiques du Canada	39	28,9	135
Sciences et Technologie	15	28,8	52
Office national de l'énergie	34	28,6	119
Pêches et Océans	214	27,1	790
Agence d'examen de l'investissement étranger	14	25,5	55
Travaux publics	364	24,4	1,491
Commission canadienne des grains	8	23,5	34
Département des Assurances	27	22,7	119
Service correctionnel du Canada	400	22,4	1,789
Défense nationale (civils)	421	22,3	1,891
Industrie et Commerce	280	21,3	1,312
Affaires extérieures	343	17,6	1,953
Office de l'établissement agricole des anciens combattants	11	15,7	70
Total	18,703	33,7	55,541

Emplois assurés à la Loi sur l'emploi dans la Fonction publique seulement

Source : Ministère des Approvisionnements et Services

Tableau 17

Catégorie des scientifiques et spécialistes et femmes

selon le ministère, 1983
Répartition, en nombre et pourcentage, des femmes de la catégorie des scientifiques et spécialistes

Ministère	Femmes		N.	%	total de la catégorie
	Effectif				
Bureau du Commissaire aux langues officielles	1		1	100,0	1
Commission nationale des libérations conditionnelles	1		1	100,0	1
Office de l'établissement agricole des anciens combattants	1		1	100,0	1
Affaires des anciens combattants	378		278	73,5	378
Bibliothèque nationale du Canada	207		141	68,1	207
Commission canadienne des droits de la personne	5		3	60,0	5
Commission de la Fonction publique	689		391	56,7	689
Santé nationale et Bien-être social	1,986		1,085	54,6	1,986
Affaires indiennes et du Nord canadien	1,750		796	45,5	1,750
Service correctionnel du Canada	712		310	43,5	712
Gendarmerie royale du Canada ^a	24		10	41,7	24
Musées nationaux du Canada	97		34	35,1	97
Secrétariat d'Etat du Canada	23		8	34,8	23
Solliciteur général	32		10	31,3	32
Affaires extérieures	55		17	30,9	55
Archives publiques du Canada	104		32	30,8	104
Justice	632		166	26,3	632
Conseil du Trésor (Bureau du Contrôleur général)	4		1	25,0	4
Ministères dont l'effectif est inférieur à 100 employés	73		18	24,7	73
Statistique Canada	754		185	24,5	754
Emploi et Immigration	200		43	21,5	200
Finances	268		56	20,9	268
Défense nationale (civils)	1,769		345	19,5	1,769
Commission canadienne des pensions	33		6	18,2	33
Agence d'examen de l'investissement étranger	6		1	16,7	6
Bureau du Conseil privé	6		1	16,7	6
Sciences et Technologie	6		1	16,7	6
Département d'Etat au Développement économique	38		6	15,8	38
Commission canadienne des transports	156		23	14,7	156
Industrie et Commerce	76		11	14,5	76
Conseil de la radiodiffusion et des télécommunications canadiennes	35		5	14,3	35
Travail	51		7	13,7	51
Office national de l'énergie	142		19	13,4	142
Consommation et Corporations	238		31	13,0	238
Conseil du Trésor (Secrétariat)	31		4	12,9	31
Commission canadienne des grains	26		3	11,5	26
Agriculture	2,105		241	11,4	2,105
Energie, Mines et Ressources	1,340		151	11,3	1,340
Pêches et Océans	1,004		98	9,8	1,004
Environnement	2,374		230	9,7	2,374
Approvisionnement et Services	232		20	8,6	232
Transports	834		71	8,5	834
Agence canadienne de développement international	70		5	7,1	70
Revenu national (Douanes et Accise, Impôt)	2,808		196	7,0	2,808
Travaux publics	646		32	5,0	646
Communications	360		16	4,4	360
Administration du rétablissement agricole des Prairies	84		3	3,6	84
Département des Assurances	18		0	0,0	18
Total	22,484		5,113	22,7	22,484

Source : Ministère des Approvisionnements et Services
Emploies assujettis à la Loi sur l'emploi dans la Fonction publique seulement

Tableau 16

Catégorie de la gestion et femmes

Répartition, en nombre et pourcentage, des femmes de la catégorie de la gestion selon le ministère, 1983

Ministère	Femmes		Effectif total de la catégorie
	N	%	
Commission canadienne des pensions	1	100.0	1
Bibliothèque nationale du Canada	3	42.9	7
Commission canadienne des droits de la personne	2	40.0	5
Bureau du Conseil privé	19	31.7	60
Bureau du Commissaire aux langues officielles	3	20.0	15
Travail	6	18.2	33
Commission de la Fonction publique	11	17.5	63
Département d'Etat au Développement économique	7	17.1	41
Conseil du Trésor (Secrétariat)	28	15.8	177
Ministère dont l'effectif est inférieur à 100 employés	10	15.6	64
Commission nationale des libérations conditionnelles	1	12.5	8
Justice	2	12.5	16
Santé nationale et Bien-être social	18	12.2	147
Secrétariat d'Etat du Canada	6	11.8	51
Sciences et Technologie	2	10.5	19
Communications	8	8.2	98
Consommation et Corporations	5	7.8	64
Emploi et Immigration	14	7.1	197
Agence canadienne de développement international	7	6.7	105
Statistique Canada	5	6.5	77
Service correctionnel du Canada	4	6.2	65
Archives publiques du Canada	1	5.6	18
Affaires indiennes et du Nord canadien	8	5.5	146
Conseil du Trésor (Bureau du Contrôleur général)	4	5.5	73
Finances	3	4.3	70
Musées nationaux du Canada	1	4.2	24
Conseil de la radiodiffusion et des télécommunications canadiennes	1	4.0	25
Affaires des anciens combattants	1	3.7	27
Expansion Industrielle régionale	7	3.2	222
Energie, Mines et Ressources	5	3.1	161
Affaires extérieures	5	3.0	166
Transports	8	2.9	276
Revenu national (Douanes et Accise, Impôt)	5	2.4	208
Approvisionnements et Services	5	2.3	220
Environnement	6	2.2	279
Agriculture	2	1.4	148
Pêches et Océans	1	0.9	116
Défense nationale (civils)	1	0.8	126
Travaux publics	1	0.8	128
Agence d'examen de l'investissement étranger	0	0.0	15
Commission canadienne des grains	0	0.0	6
Commission canadienne des transports	0	0.0	38
Commission des relations de travail dans la Fonction publique	0	0.0	11
Cour fédérale	0	0.0	1
Département des Assurances	0	0.0	7
Gendarmerie royale du Canada*	0	0.0	1
Office national de l'énergie	0	0.0	23
Solliciteur général	0	0.0	19
Total	227	5.9	3,867

*Employes assujettis à la Loi sur l'emploi dans la Fonction publique seulement

Source : Système d'information des ressources de gestion

Tableau 14

	1983	1982
Autres lieux de travail	N.	%
Région de la capitale nationale	N.	Total
Gestion ^a	2,396	779
Scientifiques et spécialistes	8,880	13,617
Administration et service extérieur	21,734	32,450
Techniciens	6,574	20,747
Total (catégories d'agents)	39,637	67,705
Soutien administratif	26,861	43,896
Exploitation	5,375	38,892
Grand total ^b	72,042	150,540
	67.6	222,582
	72,150	72,150
	5,216	44,267
	38,064	70,757
	4,340	26,263
	62.3	107,342
	62.8	63.1
	68,345	67,705
	149,894	107,342
	67.5	67.6
	222	222,582

^aL'addition des totaux ne correspond pas au grand total; la différence est de 165 en 1982 et de 40 en 1983. Voir la note technique.

^bComprend 216 employés en 1982 et 211 en 1983 dont le poste n'est pas classé dans l'une ou l'autre des six catégories professionnelles.

Sources : Catégorie de la gestion : Système d'information des ressources de gestion; autres catégories : Ministère des Approvisionnements et Services

Tableau 15

Catégorie de la gestion et femmes, francophones et autochtones
Répartition, en nombre et pourcentage, des femmes, des francophones et des autochtones de la catégorie de la gestion, selon le groupe et niveau, 1982 et 1983

Groupe et niveau	Femmes			Francophones			Autochtones			Effectif total de la catégorie		
	N.	%	N.	%	N.	%	N.	%	N.		%	
EX 5 ^a	1	1,5	15	23,1	0	0,0	73	1,3	18	23,4	0	0,0
EX 4	9	4,7	44	22,8	1	0,5	193	5,8	45	21,6	1	0,5
EX 3	9	2,0	98	21,7	1	0,2	451	2,5	108	22,2	2	0,4
EX 2	31	5,5	105	18,5	1	0,2	568	6,0	125	20,3	1	0,2
EX 1	47	7,1	144	21,7	1	0,2	663	7,4	168	22,2	4	0,5
SX (non transposés)	1	5,0	8	40,0	0	0,0	20	0,0	5	35,7	0	0,0
Total	98	5,0	414	21,0	4	0,2	1,968	5,5	469	21,7	8	0,4
SM	74	6,1	204	16,9	6	0,5	1,207	6,4	292	17,1	9	0,5
Grand total	172	5,4	618	19,5	10	0,3	3,175	5,9	761	19,7	17	0,4
Comprend, en 1982, 8 cadres de direction désignés GX et 9 en 1983. A ce titre, ils ont droit au salaire de DM-1.												
Source : Système d'information des ressources de gestion												

Source : Système d'information des ressources de gestion

Comprend, en 1982, 8 cadres de direction désignés GX et 9 en 1983. A ce titre, ils ont droit au salaire de DM-1.

Catégorie	Groupe professionnel	Anglo-phones	Francophones		%	Total	Anglo-phones	Francophones		%	Total	Techniciens	Contrôle de la circulation aérienne (AI)	2,050	314	13,3	2,364	2,367	1,990	300	13,1	2,290	2,290	1,796	1,785	2,478	629	20,2	3,107	3,111	2,434	635	20,7	3,069	3,072	2,276	2,713	25,2	2,713	1,441	525	1,457	142	1,227	64	67	2,075	7,995	2,778	26,998	Total	21,792	5,384	19,8	27,176	27,321	21,514	5,397	20,1	26,911	26,998	50,972	764	34,8	428	438	50,972	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	32,3	50,624	
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Tableau 13

Catégorie et groupe professionnels, et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le groupe professionnel et le groupe linguistique, 1982 et 1983

Catégorie	Groupe	N.	%	Anglo-phones		Franco-phones		N.	%	Anglo-phones		Franco-phones		N.	%				
				Anglo-phones	et franco-phones	Totaux	Anglo-phones			et franco-phones	Totaux	Anglo-phones	et franco-phones			Totaux			
Gestion	Direction (EX)	1,554	414	21.0	1,968	1,689	469	21.7	2,158	1,709	17.1	292	14.7	3,106	761	19.7	3,867	19.7	706
	Gestion supérieure (SM)	1,003	204	16.9	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207	1,207
Scientifiques et spécialistes	Actuaire (AC)	12	12	50.0	24	24	11	9	45.0	20	20	20	20	20	20	20	20	20	20
	Agriculture (AG)	248	58	19.0	306	306	240	54	18.4	294	294	294	294	294	294	294	294	294	294
Scientifiques et spécialistes	Architecture et urbanisme (AR)	291	72	19.8	363	365	279	74	21.0	353	353	353	353	353	353	353	353	353	353
	Art dentaire (DE)	44	8	15.4	52	53	43	6	12.2	49	49	49	49	49	49	49	49	49	49
Scientifiques et spécialistes	Bibliothéconomie (LS)	415	109	20.8	524	526	417	110	20.9	527	527	527	527	527	527	527	527	527	527
	Chimie (CH)	353	50	12.4	403	407	339	56	14.2	395	395	395	395	395	395	395	395	395	395
Scientifiques et spécialistes	Droit (LA)	501	178	26.2	679	685	518	187	26.5	705	705	705	705	705	705	705	705	705	705
	Economie, sociologie et statistique (ES)	1,867	460	19.8	2,327	2,357	1,870	492	20.8	2,362	2,362	2,362	2,362	2,362	2,362	2,362	2,362	2,362	2,362
Scientifiques et spécialistes	Enseignement (ED)	1,642	986	37.5	2,628	2,795	1,713	975	36.3	2,688	2,688	2,688	2,688	2,688	2,688	2,688	2,688	2,688	2,688
	Enseignement universitaire (UT)	147	95	39.3	242	253	145	99	40.6	244	244	244	244	244	244	244	244	244	244
Scientifiques et spécialistes	Ergothérapie et physiothérapie (OP)	34	4	10.5	38	38	20	6	23.1	26	26	26	26	26	26	26	26	26	26
	Génie et arpentage (EN)	2,285	431	15.9	2,716	2,757	2,364	480	16.9	2,844	2,844	2,844	2,844	2,844	2,844	2,844	2,844	2,844	2,844
Scientifiques et spécialistes	Mathématiques (MA)	117	24	17.0	141	141	118	29	19.7	147	147	147	147	147	147	147	147	147	147
	Médecine (MD)	243	69	19.5	302	306	234	59	20.1	293	293	293	293	293	293	293	293	293	293
Scientifiques et spécialistes	Médecine vétérinaire (VS)	431	171	28.4	602	614	421	183	30.3	604	604	604	604	604	604	604	604	604	604
	Météorologie (MT)	444	111	20.0	555	557	431	123	22.2	554	554	554	554	554	554	554	554	554	554
Scientifiques et spécialistes	Pharmacie (PH)	39	18	31.6	57	58	34	20	37.0	54	54	54	54	54	54	54	54	54	54
	Psychologie (PS)	66	32	32.7	98	98	68	31	31.3	99	99	99	99	99	99	99	99	99	99
Scientifiques et spécialistes	Recherche historique (HR)	197	83	29.6	280	281	202	76	27.3	278	278	278	278	278	278	278	278	278	278
	Recherche scientifique (SC)	1,882	149	7.3	2,031	2,043	1,892	153	7.5	2,045	2,045	2,045	2,045	2,045	2,045	2,045	2,045	2,045	2,045
Scientifiques et spécialistes	Réglementation scientifique (SG)	377	99	20.8	476	476	362	99	21.5	461	461	461	461	461	461	461	461	461	461
	Sciences biologiques (BI)	886	136	13.3	1,022	1,029	900	142	13.6	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042
Scientifiques et spécialistes	Sciences domestiques (HE)	37	13	26.0	50	50	27	15	35.7	42	42	42	42	42	42	42	42	42	42
	Sciences forestières (FO)	91	21	18.8	112	114	104	27	20.6	131	131	131	131	131	131	131	131	131	131
Scientifiques et spécialistes	Sciences infirmières (NU)	1,222	295	18.2	1,617	1,637	1,173	323	21.6	1,496	1,496	1,496	1,496	1,496	1,496	1,496	1,496	1,496	1,496
	Sciences physiques (PC)	702	95	11.9	797	799	721	105	12.7	826	826	826	826	826	826	826	826	826	826
Administration et service extérieur	Service scientifique de la défense (DS)	452	115	20.3	567	567	450	120	21.1	570	570	570	570	570	570	570	570	570	570
	Service social (SW)	118	33	21.9	151	154	110	33	23.1	143	143	143	143	143	143	143	143	143	143
Administration et service extérieur	Vérification (AU)	2,269	735	24.5	3,004	3,007	2,252	728	24.4	2,980	2,980	2,980	2,980	2,980	2,980	2,980	2,980	2,980	2,980
	Total	17,512	4,652	21.0	22,164	22,497	17,458	4,814	21.6	22,272	22,497	22,497	22,497	22,497	22,497	22,497	22,497	22,497	22,497
Administration et service extérieur	Achat et approvisionnement (PG)	1,474	418	22.1	1,892	1,895	1,466	449	23.4	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915
	Administration des programmes (PM)	18,511	6,538	26.1	25,049	25,166	18,549	6,814	26.9	25,363	25,363	25,363	25,363	25,363	25,363	25,363	25,363	25,363	25,363
Administration et service extérieur	Commerce (CO)	1,609	417	20.6	2,026	2,045	1,683	456	21.3	2,139	2,139	2,139	2,139	2,139	2,139	2,139	2,139	2,139	2,139
	Gestion des finances (FI)	1,901	643	25.3	2,544	2,571	1,929	670	25.8	2,599	2,599	2,599	2,599	2,599	2,599	2,599	2,599	2,599	2,599
Administration et service extérieur	Gestion des systèmes informatiques (CS)	2,199	631	22.3	2,830	2,844	2,335	682	22.6	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017
	Gestion du personnel (PE)	1,910	1,032	35.1	2,942	2,952	1,885	1,078	36.4	2,963	2,963	2,963	2,963	2,963	2,963	2,963	2,963	2,963	2,963
Administration et service extérieur	Organisation et méthodes (OM)	754	176	18.9	930	931	755	203	21.2	958	958	958	958	958	958	958	958	958	958
	Programmes de bien-être social (WP)	1,276	430	25.2	1,706	1,743	1,299	466	26.4	1,765	1,765	1,765	1,765	1,765	1,765	1,765	1,765	1,765	1,765
Administration et service extérieur	Service extérieur (FS)	967	283	22.6	1,250	1,261	1,003	315	23.9	1,318	1,318	1,318	1,318	1,318	1,318	1,318	1,318	1,318	1,318
	Services administratifs (AS)	6,996	3,182	31.6	10,078	10,134	7,271	3,481	32.4	10,752	10,752	10,752	10,752	10,752	10,752	10,752	10,752	10,752	10,752
Administration et service extérieur	Stagiaires en administration (AT)	760	396	34.3	1,156	1,160	790	438	35.7	1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,228
	Traduction (TR)	184	1,052	85.1	1,236	1,237	167	1,056	86.3	1,223	1,223	1,223	1,223	1,223	1,223	1,223	1,223	1,223	1,223
Administration et service extérieur	Total	38,582	15,300	28.4	53,882	54,184	39,230	16,161	29.2	55,391	55,391	55,391	55,391	55,391	55,391	55,391	55,391	55,391	55,391

Égérie	Groupe	professionnel	Total	1982		1983	
				Hommes	Femmes	Hommes	Femmes
Techniciens	Contrôle de la circulation	aérienne (AI)	Total	36,579	17,605	54,184	36,838
			Traduction (TR)	615	622	1,237	602
			(AI)	112	133	245	75
			Stagiaires en administration	632	528	1,160	653
			Services d'information (IS)	5,838	4,296	10,134	6,083
			Services administratifs (AS)	1,111	150	1,261	181
			Service extérieur (FS)				
			Inspection des produits	3,076	35	3,111	3,038
			Électronique (EL)	2,287	80	2,367	2,210
			Dessin et illustration (BD)	1,547	232	1,779	1,547
			Inspection technique (TI)	2,634	176	2,810	2,534
			Navigation aérienne (AO)	1,368	25	1,393	1,415
Techniciens	Soutien de l'enseignement	aérienne (AO)	Officiers de navire (SO)	1,388	51	1,439	1,390
			Photographie (PY)	139	14	153	129
			Radioélégraphie (RO)	1,173	90	1,263	1,145
			(EU)	21	55	76	17
			Soutien des sciences	1,072	988	2,060	1,087
			Sociales (SI)				
			Soutien technologique et	6,438	1,168	7,606	6,282
			Scientifique (EG)	2,376	361	2,737	370
			Techniciens divers (GT)	24,032	3,289	27,321	3,283
			Total	10,909	40,125	51,634	40,425
			Communications (CM)	445	328	773	317
			Mécanographie (OE)	232	239	471	220
Techniciens	Secrétariat, sténographie, dactylographie (ST)	aérienne (AO)	Secrétariat, sténographie, dactylographie (ST)	181	14,377	14,558	162
			Traitements des données (DA)	848	2,473	3,321	897
			Total	12,615	58,142	70,757	12,273
			Chauffage, force motrice et	2,376	8	2,384	2,251
			opération de machines fixes	2,174	44	2,218	38
			Gardiens de phare (LI)	404	2	406	8
			Manœuvres et hommes de	16,028	261	16,290	251
			métier (GI)	1,439	5	1,444	9
			Pompiers (FR)	2,504	10	2,514	4
			Réparation de navires (SR)	4,228	173	4,401	302
			Services correctionnels (CX)	790	426	1,216	414
			Services d'imprimerie (PR)	7,984	3,352	11,337	3,336
Techniciens	Services divers (GS)	aérienne (AO)	Services divers (GS)	883	1,173	2,056	948
			Services hospitaliers (HS)	38,811	5,454	44,267	5,322
			Total	132,658	89,922	222,582	131,858
			Grand total	222,044	40,6	222,044	40,6

Égérie : Catégorie de la gestion : Système d'information des ressources de gestion ; autres catégories : Ministère

Technique : les documents de paye ne précisent pas le sexe de l'employé.

Technique : les documents de paye ne précisent pas le groupe de l'employé.

Technique : les documents de paye ne précisent pas le poste n'est pas classé dans l'une ou l'autre des six

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

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Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

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Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Technique : les documents de paye ne correspondent pas au grand total ; la différence est de 165 en 1982 et 40 en 1983. Voir la

Tableau 12

Catégorie et groupe professionnels, et sexe

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, le groupe professionnel et le sexe, 1982 et 1983

Catégorie	Groupe	professionnelle	professionnel	1982		1983	
				Hommes	Femmes	Hommes	Femmes
Gestion	Gestion	Direction (EX)	Gestion supérieure (SM)	1,133	74	1,207	109
			Total*	3,003	172	3,640	227
			Actuariat (AC)	23	1	24	0
			Agriculture (AG)	276	30	268	26
			Architecture et urbanisme	329	36	365	40
			Art dentaire (DE)	50	3	53	5
			Bibliothéconomie (LS)	175	351	526	359
			Chimie (CH)	318	89	407	90
			Droit (LA)	518	167	685	183
			Economie, sociologie et statistique (ES)	1,913	444	1,898	476
Administration et service extérieur	Administration	Achat et approvisionnement (FG)	Enseignement universitaire	1,411	1,384	2,795	1,359
			Ergothérapie et physiothérapie (CP)	3	35	38	23
			Génie et apprentissage (EN)	2,683	74	2,757	90
			Mathématiques (MA)	105	36	141	33
			Médecine (MD)	273	33	306	35
			Médecine vétérinaire (VS)	563	51	614	61
			Météorologie (MT)	530	27	557	31
			Pharmacie (PH)	48	10	58	11
			Psychologie (PS)	74	24	98	25
			Recherche historique (HR)	200	81	281	194
Administration et service extérieur	Administration	Recherche scientifique (SE)	Réglementation scientifique	1,956	87	2,043	1,969
			(SG)	411	65	476	60
			Sciences biologiques (BI)	834	195	1,029	199
			Sciences domestiques (HE)	0	50	50	42
			Sciences forestières (FO)	111	3	114	3
			Sciences infirmières (NU)	143	1,494	1,637	1,402
			Sciences physiques (PC)	688	111	799	112
			Service scientifique de la défense (DS)	532	35	567	33
			Service social (SW)	114	40	154	40
			Vérification (AV)	2,822	185	3,007	191
Administration et service extérieur	Administration	Total	Achat et approvisionnement	17,347	5,150	22,497	5,113
			(FG)	1,459	436	1,895	448
			Administration des programmes (PM)	17,172	7,994	25,166	16,996
			Commerce (CO)	1,832	213	2,045	1,911
			Gestion des finances (FI)	1,942	629	2,571	1,934
			Gestion des systèmes informatiques (CS)	2,193	651	2,844	2,327
			Gestion du personnel (PE)	1,679	1,273	2,952	1,614
			Organisation et méthodes (OM)	738	193	931	753
			Programmes de bien-être social (WP)	1,256	487	1,743	1,283
			Total	17,347	5,150	22,497	5,113

Catégorie professionnelle	Modalité d'emploi	1982				1983			
		N.	%	franco-phones	Anglo-phones	N.	%	franco-phones	Anglo-phones
Catégorie des techniciens (techniciens)	Temps plein	76,976	24,724	24,3	101,700	102,346	77,555	25,694	24,9
	• Période indéterminée	304	36	10,6	340	347	230	35	13,2
	• Saisonnier	2,610	960	26,9	3,570	3,684	2,752	1,061	27,8
	• Période déterminée	79,890	25,720	24,4	105,610	106,377	80,537	26,790	25,0
	Total	79,890	25,720	24,4	105,610	106,377	80,537	26,790	25,0
	Temps partiel	479	238	33,2	717	728	542	303	35,9
	• Période indéterminée	69	12	14,8	81	86	58	13	18,3
	• Saisonnier	94	31	24,8	125	151	98	42	30,0
	• Période déterminée	642	281	30,4	923	965	698	358	33,9
	Total	80,532	26,001	24,4	106,533	107,342	81,235	27,148	25,0
Catégorie des techniciens administratifs (techniciens administratifs)	Temps plein	41,668	18,954	31,3	60,622	60,946	41,015	19,384	32,1
	• Période indéterminée	3	6,5	46	48	48	48	12	20,0
	• Saisonnier	5,144	2,874	35,8	8,018	8,210	4,507	2,615	36,7
	• Période déterminée	48,855	21,831	31,8	68,686	69,204	45,570	22,011	32,6
	Total	48,855	21,831	31,8	68,686	69,204	45,570	22,011	32,6
	Temps partiel	625	387	38,2	1,012	1,107	790	484	38,0
	• Période indéterminée	0	1	100,0	1	1	2	0	0,0
	• Saisonnier	285	75	20,8	360	444	267	87	24,6
	• Période déterminée	910	463	33,7	1,373	1,552	1,059	571	35,0
	Total	47,765	22,294	31,8	70,059	70,757	46,629	22,582	32,6
Catégorie des techniciens de maintenance (techniciens de maintenance)	Temps plein	29,810	9,813	24,8	39,623	39,756	29,457	9,675	24,7
	• Période indéterminée	727	184	20,2	911	931	630	182	22,4
	• Saisonnier	2,213	503	18,5	2,716	2,902	1,831	536	22,6
	• Période déterminée	32,750	10,500	24,3	43,250	43,589	31,918	10,393	24,6
	Total	32,750	10,500	24,3	43,250	43,589	31,918	10,393	24,6
	Temps partiel	336	179	34,8	515	531	299	187	38,5
	• Période indéterminée	9	0	0,0	9	10	9	0	0,0
	• Saisonnier	48	47	49,5	95	137	48	28	36,8
	• Période déterminée	393	226	36,5	619	678	356	215	37,7
	Total	33,143	10,726	24,5	43,869	44,267	32,274	10,608	24,7
Catégorie des techniciens de maintenance (techniciens de maintenance)	Temps plein	148,563	53,568	26,5	202,131	203,262	148,136	54,827	27,0
	• Période indéterminée	1,074	223	17,2	1,297	1,326	908	229	20,1
	• Saisonnier	9,968	4,338	30,3	14,306	14,798	9,094	4,215	31,7
	• Période déterminée	159,605	58,129	26,7	217,734	219,386	158,138	59,271	27,3
	Total	159,605	58,129	26,7	217,734	219,386	158,138	59,271	27,3
	Temps partiel	1,440	804	35,8	2,244	2,366	1,631	975	37,4
	• Période indéterminée	78	13	14,3	91	97	69	13	15,9
	• Saisonnier	427	133	26,4	580	732	413	158	27,7
	• Période déterminée	1,945	970	33,3	2,915	3,195	2,113	1,146	35,2
	Total	161,550	59,099	26,8	220,649	222,582	160,251	60,417	27,4
Grand total		161,550	59,099	26,8	220,649	222,582	160,251	60,417	27,4

1,933 cas en 1982 et 1,376 en 1983, la première langue officielle de l'employé n'a pas été précisée. Voir la

édition des totaux ne correspond pas au grand total; la différence est de 165 en 1982 et 40 en 1983. Voir la

technique.

216 employés en 1982 et 211 en 1983 dont le poste n'est pas classé dans l'une ou l'autre des six

catégories professionnelles.

cas en 1982, les documents de paye ne précisent pas la modalité d'emploi.

Sources : Catégorie de la gestion : Système d'information des ressources de gestion; autres catégories : Ministère

Approuvations et Services

Tableau 11

Catégorie professionnelle, modalité d'emploi et groupe linguistique
 Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle, la modalité
 d'emploi et le groupe linguistique, 1982 et 1983

Catégorie professionnelle	Modalité d'emploi	1982		1983	
		Anglo-phones et franco-phones	Anglo-phones et franco-phones	Anglo-phones et franco-phones	Anglo-phones et franco-phones
Gestion	Temps plein	2,545	614	19,4	3,159
	• Période indéterminée				
	• Saisonnier	0	0	0,0	0
	• Période déterminée	12	4	25,0	16
	Total	2,557	618	19,5	3,175
	Temps partiel				
	• Période indéterminée	0	0	0,0	0
	• Saisonnier	0	0	0,0	0
	• Période déterminée	0	0	0,0	0
	Total	0	0	0,0	0
Scientifiques et spécialistes	Temps plein	16,580	4,373	20,9	20,953
	• Période indéterminée				
	• Saisonnier	2	0	0,0	2
	• Période déterminée	720	214	22,9	934
	Total	17,302	4,587	21,0	21,889
	Temps partiel				
	• Période indéterminée	174	59	25,3	233
	• Saisonnier	0	0	0,0	0
	• Période déterminée	36	6	14,3	42
	Total	210	65	23,6	275
Administration et service extérieur	Temps plein	17,512	4,652	21,0	22,164
	• Période indéterminée				
	• Saisonnier	5	1	16,7	6
	• Période déterminée	949	459	32,6	1,408
	Total	38,199	15,106	28,3	53,305
	Temps partiel				
	• Période indéterminée	274	165	37,6	439
	• Saisonnier	69	12	14,8	81
	• Période déterminée	40	17	29,8	67
	Total	383	194	33,6	577
Techniciens	Temps plein	38,582	15,300	28,4	53,882
	• Période indéterminée				
	• Saisonnier	297	35	10,5	332
	• Période déterminée	934	285	23,4	1,219
	Total	21,745	5,362	19,8	27,107
	Temps partiel				
	• Période indéterminée	29	14	32,6	43
	• Saisonnier	0	0	0,0	0
	• Période déterminée	18	8	30,8	26
	Total	47	22	31,9	69
Techniciens	Temps plein	20,514	5,042	19,7	25,556
	• Période indéterminée				
	• Saisonnier	252	30	11,9	339
	• Période déterminée	214	211	21,4	775
	Total	26,825	5,362	20,0	27,245
	Temps partiel				
	• Période indéterminée	36	21	36,8	45
	• Saisonnier	0	0	0,0	0
	• Période déterminée	14	14	48,3	31
	Total	51	35	40,7	76
Techniciens	Temps plein	25,587	5,042	19,7	25,556
	• Période indéterminée				
	• Saisonnier	252	30	11,9	339
	• Période déterminée	214	211	21,4	775
	Total	26,825	5,362	20,0	27,245
	Temps partiel				
	• Période indéterminée	36	21	36,8	45
	• Saisonnier	0	0	0,0	0
	• Période déterminée	14	14	48,3	31
	Total	51	35	40,7	76
Techniciens	Temps plein	25,587	5,042	19,7	25,556
	• Période indéterminée				
	• Saisonnier	252	30	11,9	339
	• Période déterminée	214	211	21,4	775
	Total	26,825	5,362	20,0	27,245
	Temps partiel				
	• Période indéterminée	36	21	36,8	45
	• Saisonnier	0	0	0,0	0
	• Période déterminée	14	14	48,3	31
	Total	51	35	40,7	76

Catégorie	Modalité d'emploi	1982		1983	
		Hommes	Femmes	Hommes	Femmes
I Catégorie professionnelle	Temps plein	78,344	24,002	23,5	102,346
	• Période indéterminée	301	46	13,3	347
	• Saisonnier	2,264	1,420	38,5	3,684
	• Période déterminée	80,909	25,468	23,9	106,377
	Total	81,128	26,214	24,4	107,342
	Temps partiel	80	648	89,0	728
	• Période indéterminée	77	9	10,5	86
	• Saisonnier	62	89	58,9	151
	• Période déterminée	219	746	77,3	965
	Total	81,128	26,214	24,4	107,342
II Catégorie administrative	Temps plein	11,193	49,753	81,6	60,946
	• Période indéterminée	3	45	93,8	48
	• Saisonnier	1,319	6,891	83,9	8,210
	• Période déterminée	12,515	56,689	81,9	69,204
	Total	12,515	56,689	81,9	69,204
	Temps partiel	40	1,067	96,4	1,107
	• Période indéterminée	0	1	100,0	1
	• Saisonnier	59	385	86,7	444
	• Période déterminée	99	1,453	93,6	1,552
	Total	12,615	58,142	82,2	70,757
III Catégorie des services	Temps plein	35,132	4,622	11,6	39,756
	• Période indéterminée	796	135	14,5	931
	• Saisonnier	2,687	215	7,4	2,902
	• Période déterminée	38,615	4,972	11,4	43,589
	Total	38,615	4,972	11,4	43,589
	Temps partiel	158	373	70,2	531
	• Période indéterminée	2	8	80,0	10
	• Saisonnier	36	101	73,7	137
	• Période déterminée	196	482	71,1	678
	Total	38,811	5,454	12,3	44,267
IV Catégorie des autres services	Temps plein	124,772	78,488	38,6	203,262
	• Période indéterminée	1,100	226	17,0	1,326
	• Saisonnier	6,271	8,527	57,6	14,798
	• Période déterminée	132,143	87,241	39,8	219,386
	Total	132,143	87,241	39,8	219,386
	Temps partiel	278	2,088	88,3	2,366
	• Période indéterminée	79	18	18,6	97
	• Saisonnier	157	575	78,6	732
	• Période déterminée	514	2,681	83,9	3,195
	Total	132,658	89,922	40,4	222,582
V Catégorie des autres catégories	Temps plein	124,483	79,132	38,9	203,615
	• Période indéterminée	17,8	205	7,8	1,150
	• Saisonnier	57,0	7,858	57,0	13,792
	• Période déterminée	132,143	87,241	39,8	219,386
	Total	132,143	87,241	39,8	219,386
	Temps partiel	278	2,088	88,3	2,366
	• Période indéterminée	79	18	18,6	97
	• Saisonnier	157	575	78,6	732
	• Période déterminée	514	2,681	83,9	3,195
	Total	132,658	89,922	40,4	222,582
Grand total					
		Hommes	Femmes	Hommes	Femmes
		N.	N.	Total	N.
		%	%		%
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
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		Total		Total	
		1982		1983	
		Hommes		Femmes	
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		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
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		Total		Total	
		1982		1983	
		Hommes		Femmes	
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		Total		Total	
		1982		1983	
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		Total		Total	
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		Hommes		Femmes	
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		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
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		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
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		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	
		Total		Total	
		1982		1983	
		Hommes		Femmes	
		N.		N.	
		%		%	

Catégorie professionnelle, modalité d'emploi et sexe

Catégorie	Modali té d'emploi	Hommes		Femmes		Total	Hommes		Femmes		Total	
		N.	%	N.	%		N.	%	N.	%		
Gestion	professionnelle	Temps plein										
		•	2,988	171	5,4	3,159	3,622	226	5,9	0,0	3,8	
		•	0	0	0,0	0	0	0	0,0	0,0	0,0	
		•	Saisonnier									
		•	0	0	0,0	0	0	0	0,0	0,0	0,0	
		•	Période indéterminée									
		•	0	0	0,0	0	0	0	0,0	0,0	0,0	
		•	Saisonnier									
		•	0	0	0,0	0	0	0	0,0	0,0	0,0	
		•	Période déterminée									
Total	3,003	172	5,4	3,175	3,640	227	5,9	3,8				
Scientifiques et spécialistes		Temps plein										
		•	16,717	4,506	21,2	21,223	16,729	4,456	21,0	21,1		
		•	1	1	50,0	2	1	50,0				
		•	587	395	40,2	982	602	43	41,8	1,0		
		•	17,305	4,902	22,1	22,207	17,332	4,890	22,0	22,2		
		•	25	212	89,5	237	26	178	87,3	2		
		•	Période indéterminée									
		•	Saisonnier									
		•	0	0	0,0	0	0	0	0,0	0,0	0,0	
		•	Période déterminée									
Total	17,347	5,150	22,9	22,497	17,371	5,113	22,7	22,4				
Administration et service extérieur		Temps plein										
		•	35,657	16,478	31,6	52 135	35,694	17,273	32,6	52,9		
		•	3	3	50,0	6	7	4	36,4	1,8		
		•	762	684	47,3	1,446	971	865	47,1	1,8		
		•	36,422	17,165	32,0	53,587	36,672	18,142	33,1	54,8		
		•	49	395	89,0	444	78	514	86,8	5		
		•	Période indéterminée									
		•	Saisonnier									
		•	77	9	10,5	86	63	8	11,3	5		
		•	Période déterminée									
Total	157	440	73,7	597	166	561	77,2	7				
Techniciens		Temps plein										
		•	22,811	2,848	11,1	25,659	22,721	2,918	11,4	25,6		
		•	297	42	12,4	339	230	26	10,2	2		
		•	906	341	27,3	1,247	741	270	26,7	1,0		
		•	24,014	3,231	11,9	27,245	23,692	3,214	11,9	26,9		
		•	4	41	91,1	45	7	52	88,1	26,9		
		•	Période indéterminée									
		•	Saisonnier									
		•	0	0	0,0	0	0	0	0,0	0,0	0,0	
		•	Période déterminée									
Total	18	58	76,3	76	23	69	75,0	26,9				
Total												
24,032												
3,289												
12,0												
27,321												
23,715												
3,283												
12,2												

1982 (dollars constants) ^a											
Hommes				Femmes				Total ^b			
N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
30,187	51,531	63,1	81,719	27,351	49,891	64,6	77,242	27,351	49,891	64,6	77,242
59,711	22,838	27,7	82,550	58,952	24,198	29,1	83,150	27,7	82,550	29,1	83,150
21,134	3,368	13,7	24,502	22,920	4,106	15,2	27,026	13,7	24,502	15,2	27,026
11,069	641	5,5	11,710	12,324	816	6,2	13,140	5,5	11,710	6,2	13,140
2,259	100	4,2	2,359	2,499	109	4,2	2,608	4,2	2,359	109	2,608
412	10	2,4	422	437	12	2,7	449	2,4	422	12	449
124,772	78,488	38,6	203,262	124,483	79,132	38,9	203,615	38,6	203,262	38,9	203,615
7,886	11,434	59,2	19,320	7,375	11,054	60,0	18,429	59,2	19,320	60,0	18,429
132,658	89,922	40,4	222,582	131,858	90,186	40,6	222,044	40,4	222,582	40,6	222,044
1983 (dollars constants) ^a											
Hommes				Femmes				Total ^b			
N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
18,563	53,568	26,5	202,131	148,136	54,827	27,0	202,963	26,5	202,131	27,0	202,963
12,987	5,531	29,9	18,518	12,115	5,590	31,6	17,705	29,9	18,518	31,6	17,705
51,550	59,099	26,8	220,649	160,251	60,417	27,4	220,668	26,8	220,649	27,4	220,668
1,905	417	18,0	2,322	2,131	452	17,5	2,583	417	18,0	17,5	2,583
9,762	1,907	16,3	11,669	10,869	2,246	17,1	13,115	1,907	16,3	17,1	13,115
18,282	6,092	25,0	24,374	19,940	7,009	26,0	26,949	6,092	25,0	26,0	26,949
60,767	21,393	26,0	82,160	61,018	21,909	26,4	82,927	21,393	26,0	26,4	82,927
57,524	23,672	29,2	81,196	53,826	23,120	30,0	76,946	23,672	29,2	30,0	76,946
Anglo-phones et Franco-phones	%	N.	Total ^b	Anglo-phones et Franco-phones	%	N.	Total ^b	Anglo-phones et Franco-phones	%	N.	Total ^b

Tableau 8

Traitement annuel et sexe

Répartition, en nombre et pourcentage, des employés à temps plein, période indéterminée, selon le traitement annuel et le sexe, en dollars courants, 1982 et 1983

1982 (dollars courants)		1983 (dollars courants)	
Hommes	Femmes	Hommes	Femmes
Total ^a		Total ^a	
Moins de \$ 20,000	19,503	13,758	29,993
20,000—29,999	57,792	38,473	42,6
30,000—39,999	26,801	32,278	8,273
40,000—49,999	14,214	16,821	1,917
50,000—59,999	5,244	7,595	394
60,000 et plus	1,218	2,117	82
Total	124,772	124,483	79,132
Autres^d	7,886	7,375	11,054
Grand total	132,658	131,858	90,186
L'indice du prix à la consommation publiées par Statistique Canada ont été utilisées pour déterminer les traitements annuels de 1982 et de 1983 exprimés en dollars constants de 1981.		L'indice du prix à la consommation publiées par Statistique Canada ont été utilisées pour déterminer les traitements annuels de 1982 et de 1983 exprimés en dollars constants de 1981.	
Selon le taux de traitement annuel des employés au 31 décembre de l'année mentionnée.		Selon le taux de traitement annuel des employés au 31 décembre de l'année mentionnée.	
Dans 2 cas en 1982, les documents de paye ne précisent pas le sexe de l'employé.		Dans 2 cas en 1982, les documents de paye ne précisent pas le sexe de l'employé.	
Comprend les employés dont la modalité d'emploi est autre que temps plein, période indéterminée.		Comprend les employés dont la modalité d'emploi est autre que temps plein, période indéterminée.	

Source : Ministère des Approvisionnement et Services

Tableau 9

Traitement annuel et groupe linguistique

Répartition, en nombre et pourcentage, des employés à temps plein, période indéterminée, selon le traitement annuel et le groupe linguistique, en dollars courants, 1982 et 1983

1982 (dollars courants)		1983 (dollars courants)	
Anglo-phones et franco-phones	Total ^a	Anglo-phones et franco-phones	Total ^a
Traitement annuel ^b		Traitement annuel ^b	
Moins de \$ 20,000	39,647	16,641	29,997
20,000—29,999	67,026	24,452	91,944
30,000—39,999	23,994	32,355	32,520
40,000—49,999	12,321	15,338	15,399
50,000—59,999	4,583	5,431	5,473
60,000 et plus	992	1,241	1,268
Total	148,563	203,262	148,136
Autres^d	5,531	18,518	12,115
Grand total	161,550	222,582	160,251
L'indice du prix à la consommation publiées par Statistique Canada ont été utilisées pour déterminer les traitements annuels de 1982 et de 1983 exprimés en dollars constants de 1981.		L'indice du prix à la consommation publiées par Statistique Canada ont été utilisées pour déterminer les traitements annuels de 1982 et de 1983 exprimés en dollars constants de 1981.	
Selon le taux de traitement annuel des employés au 31 décembre de l'année mentionnée.		Selon le taux de traitement annuel des employés au 31 décembre de l'année mentionnée.	
Dans 1,933 cas en 1982 et 1,376 en 1983, la première langue officielle de l'employé n'a pas été précisée. Voir la note technique.		Dans 1,933 cas en 1982 et 1,376 en 1983, la première langue officielle de l'employé n'a pas été précisée. Voir la note technique.	
Comprend les employés dont la modalité d'emploi est autre que temps plein, période indéterminée.		Comprend les employés dont la modalité d'emploi est autre que temps plein, période indéterminée.	

Source : Ministère des Approvisionnement et Services

répartition, en nombre et pourcentage, des employés selon le groupe d'âge et le sexe, 1982 et 1983

Groupe d'âge	Total	Hommes		Femmes		Total	Hommes	Femmes	Total
		N.	%	N.	%				
20 ans et plus	378	1,028	73.1	1,406	18.1	486	72.9	667	21,036
15-19	6,395	12,350	65.9	18,745	5,530	10,706	65.9	16,236	40,176
10-14	16,135	18,825	53.8	34,960	15,172	18,552	55.0	33,724	34,250
5-9	22,915	16,744	42.2	39,659	22,584	17,592	43.8	40,176	20,987
0-4	19,904	11,229	36.1	31,134	21,659	12,591	36.8	34,250	18,228
15-19	14,965	8,103	35.1	23,068	15,646	8,617	35.5	24,263	12,117
10-14	14,912	6,199	29.4	21,112	14,815	6,172	29.4	20,987	10,189
5-9	13,567	5,391	28.4	18,958	13,058	5,170	28.4	18,228	16,328
0-4	9,246	3,073	24.9	12,319	8,988	3,129	25.8	12,117	15,339
20 ans et plus	207	61	22.8	268	260	86	24.9	346	16,047
Total	132,658	89,922	40.4	222,582	131,858	90,186	40.6	222,044	161,550

Source : Ministère des Approvisionnements et Services

En 1982, les documents de paye ne précisent pas le sexe de l'employé.
En 1983, les documents de pension de retraite ne précisent pas la date de naissance.

répartition, en nombre et pourcentage, des employés selon le groupe d'âge et le groupe linguistique, 1982 et 1983

Groupe d'âge	Total	Anglophones		Francophones		Total	Anglophones	Francophones	Total
		N.	%	N.	%				
20 ans et plus	830	519	38.5	1,349	1,406	382	263	40.8	667
15-19	11,992	6,465	35.0	18,457	18,745	10,216	5,799	36.2	16,236
10-14	23,416	11,161	32.3	34,577	34,960	22,239	11,224	33.5	33,724
5-9	27,646	11,683	29.7	39,329	39,659	27,869	12,037	30.2	39,906
0-4	22,396	8,520	27.6	30,916	31,134	24,425	9,674	28.4	34,250
15-19	17,132	5,744	25.1	22,876	23,068	17,877	6,259	25.9	24,263
10-14	16,047	4,752	22.8	20,799	20,936	16,103	4,851	23.2	20,954
5-9	16,328	4,642	22.1	20,970	21,112	16,149	4,731	22.7	20,880
0-4	15,339	3,508	18.6	18,847	18,958	14,667	3,489	19.2	18,156
20 ans et plus	223	32	12.5	255	268	294	41	12.2	335
Total	161,550	59,099	26.8	220,649	222,582	160,251	60,417	27.4	220,668

En 1983, la première langue officielle de l'employé n'a pas été précisée. Voir la source : Ministère des Approvisionnements et Services

En 1982 et 1983, les documents de pension de retraite ne précisent pas la date de naissance.

Ministère d'affectation	Anglo-phones	N	%	Anglo-phones et francophones	N	%	Total ^a	Anglo-phones	N	%	Francophones	Anglo-phones et francophones
Cour fédérale	67	57	46,0	124	150	77	76	49,7	153			
Agence d'examen de l'investissement étranger	108	25	18,8	133	133	105	24	18,6	129			
Bureau du Commissaire aux langues officielles	31	102	76,7	133	134	33	92	73,6	125			
Commission canadienne des droits de la personne	79	39	33,1	118	121	80	40	33,3	120			
Sciences et Technologie	96	61	38,9	157	157	79	38	32,5	117			
Département d'Etat au Développement social	43	30	41,1	73	73	63	36	36,4	99			
Bureau de services juridiques des pensions	80	18	18,4	98	98	79	17	17,7	96			
Bureau du Chef de cabinet du Gouverneur général	39	51	56,7	90	91	36	53	59,6	89			
Conseil canadien des relations de travail	29	49	62,8	78	78	29	52	64,2	81			
Bureau du Directeur général des élections	16	51	76,1	67	67	23	53	69,7	76			
Bureau des relations fédérales-provinciales	33	33	50,0	66	66	30	35	53,8	65			
Cour suprême	21	32	60,4	53	53	27	36	57,1	63			
Commission d'appel de l'immigration	34	18	34,6	52	53	37	17	31,5	54			
Commission des allocations aux anciens combattants	13	5	27,8	18	18	32	17	34,7	49			
Commission de la réforme du droit du Canada	17	25	59,5	42	42	16	25	61,0	41			
Commission mixte internationale	13	0	0,0	13	38	14	0	0,0	14			
Commission de révision de l'impôt	13	20	60,6	33	33	14	20	58,8	34			
Commission du tarif	7	4	36,4	11	25	19	8	29,6	27			
Bureau de la Coordonnatrice, Situation de la femme	12	7	36,8	19	21	13	12	48,0	25			
Secrétariat des conférences intergouvernementales	4	14	77,8	18	18	7	17	70,8	24			
Commission sur les pratiques restrictives du commerce	10	8	44,4	18	18	9	8	47,1	17			
Conseil de révision des pensions	9	8	47,1	17	17	8	7	46,7	15			
Bureau du Commissaire à la magistrature fédérale	1	8	88,9	9	9	4	10	71,4	14			
Expansion économique régionale ^b	669	371	35,7	1,040	1,051	0	0	0,0	0			
Total	161,550	59,099	26,8	220,649	222,582	160,251	60,417	27,4	220,668	222,0		

Dans 1 933 cas en 1982 et 1 376 en 1983, la première langue officielle de l'employé n'a pas été précisée. Voir la note technique.

^a Employés assujettis à la Loi sur l'emploi dans la fonction publique seulement.

^b En 1983, l'Expansion économique régionale a été intégrée à l'Industrie et Commerce.

Source : Ministère des Approvisionnement et Services

Ministère d'affectation et groupe linguistique

artition, en nombre et pourcentage, des employés selon le ministère d'affectation et le groupe
 istique, 1982 et 1983

1982		1983	
Anglo-phones	Anglo-phones et francophones	Anglo-phones	Francophones et francophones
N.	%	N.	%
27,330	6,648	34,197	27,214
19,208	6,566	25,806	18,887
16,057	8,045	24,414	8,362
16,192	4,581	22,1	4,652
8,612	2,043	10,655	2,133
6,136	3,839	9,975	3,921
6,706	3,172	9,878	3,251
7,576	2,032	9,608	7,435
6,898	1,669	8,867	6,807
6,342	2,266	8,608	6,146
4,753	816	5,569	4,847
4,965	629	5,604	671
3,589	1,065	4,654	3,729
3,015	1,612	4,267	1,607
2,891	1,104	3,995	1,214
2,870	820	3,690	829
2,598	1,477	4,097	1,515
1,005	2,176	3,181	2,144
1,368	392	1,778	745
1,533	855	2,388	934
1,590	660	2,253	672
873	428	1,301	438
542	605	1,147	592
671	304	975	317
527	269	796	556
565	228	793	245
719	44	763	47
537	227	764	252
486	291	777	295
529	261	790	255
352	196	548	199
360	67	427	71
205	203	408	200
173	154	327	164
244	80	324	69
180	80	260	73
150	100	250	103
107	49	156	85
153	48	201	49
150	0	150	0
166	20	186	15
79	78	157	80
133	49	182	45

	1982		1983	
	Hommes	Femmes	Hommes	Femmes
Ministère d'affectation	N.	N.	N.	N.
Agence d'examen de l'investissement étranger	75	58	133	66
Bureau du Commissaire aux langues officielles	76	56,7	134	60
Commission canadienne des droits de la personne	46	75	121	44
Sciences et Technologie	79	78	157	53
Département d'Etat au Développement social	31	42	73	65
Bureau de services juridiques des pensions	35	63	98	58
Bureau du Chef de cabinet du Gouverneur général	37	54	91	53
Conseil canadien des relations de travail	28	50	78	28
Bureau du Directeur général des élections	42	25	67	50
Bureau des relations fédérales-provinciales	33	33	34	31
Cour suprême	30	33	63	30
Commission d'appel de l'immigration	18	35	66,0	36
Commission des allocations aux anciens combattants	12	6	18	26
Commission de la réforme du droit du Canada	11	31	42	11
Commission mixte internationale	18	20	38	19
Commission de révision de l'impôt	11	22	66,7	10
Commission du tarif	13	12	48,0	19
Bureau de la Coordonnatrice, Situation de la femme	0	21	100,0	24
Secrétariat des conférences intergouvernementales	8	10	55,6	15
Commission sur les pratiques restrictives du commerce	6	12	66,7	12
Conseil de révision des pensions	5	12	70,6	14
Bureau du Commissaire à la magistrature fédérale	1	8	88,9	11
Expansion économique régionale ^a	581	470	1,051	0
Total	132,658	89,922	222,582	131,858
				90,186
				40,6
				222,0

Source : Ministère des Approvisionnement et Services

^a Dans 2 cas en 1982, les documents de paye ne précisent pas le sexe de l'employé.
^b Employés assujettis à la Loi sur l'emploi dans la Fonction publique seulement.
^c En 1983, Expansion économique régionale a été intégré à Industrie et Commerce.

Partition, en nombre et pourcentage, des employés selon le ministère d'affectation et le sexe,

	Hommes		Femmes		%	Total*	Hommes		Femmes		Total
N° de l'affection (Civils)	23,700	10,496	30,7	34,197		23,567	10,707	31,2		34,274	
Ministère d'Affaires Indiennes et du Nord canadien	6,616	2,055	23,7	8,672		6,441	2,019	23,9		8,460	
Services sociaux	3,291	5,713	63,4	9,004		3,312	5,722	63,3		9,034	
Services correctionnel du Canada	7,743	2,153	21,8	9,896		7,724	2,401	23,7		10,125	
Culture	7,126	2,592	26,7	9,718		6,981	2,567	26,9		9,548	
Militaires des anciens combattants	1,769	2,328	56,8	4,097		1,588	1,914	54,7		3,502	
Réseau d'Etat du Canada	1,156	2,026	63,7	3,182		1,093	2,000	64,7		3,093	
Justice et Commerce*	1,016	778	43,4	1,794		1,429	1,134	44,2		2,563	
Information et Communications	1,382	1,017	42,4	2,399		1,413	1,064	43,0		2,477	
Fonction publique	983	1,508	60,5	2,491		967	1,477	60,4		2,444	
Communications	1,453	800	35,5	2,253		1,460	798	35,3		2,258	
Police	587	719	55,1	1,306		590	741	55,7		1,331	
Agence canadienne de développement international	608	539	47,0	1,147		559	530	48,7		1,089	
Sécurité nationale du Canada	564	412	42,2	976		571	442	43,6		1,013	
Banques	419	382	47,7	801		448	389	46,5		837	
Vallée	369	424	53,5	793		381	417	52,3		798	
Commission canadienne des grains	610	173	22,1	783		601	187	23,7		788	
Commission canadienne des transports	455	311	40,6	766		466	321	40,8		787	
Archives publiques du Canada	452	325	41,8	777		454	329	42,0		783	
Conseil du Trésor (Secrétariat)	429	364	45,9	793		425	351	45,2		776	
Libliothèque nationale du Canada	162	386	70,4	548		157	387	71,1		544	
Energie nationale de l'énergie	268	163	37,8	431		271	169	38,4		440	
Conseil de la radiodiffusion et des télécommunications canadiennes	216	195	47,4	411		218	186	46,0		404	
Bureau du Conseil privé	134	196	59,4	330		143	211	59,6		354	
Commission canadienne des pensions	100	226	69,3	326		104	203	66,1		307	
Ministère général	118	149	55,8	267		113	146	56,4		259	
Commission nationale des libérations conditionnelles	70	180	72,0	250		70	182	72,2		252	
Département d'Etat au Développement économique	82	82	50,0	164		113	129	53,3		242	
Département des Assurances	130	72	35,6	202		128	71	35,7		199	
Administration du rétablissement agricole des Prairies	93	90	49,2	183		90	97	51,9		187	
Services combattants de l'établissement agricole des Prairies	87	101	53,7	188		78	90	53,6		168	
Commission des relations de travail dans la fonction publique	79	89	53,0	168		75	91	54,8		166	
Conseil du Trésor (Bureau du Contrôleur financier)	117	65	35,7	182		107	57	34,8		164	
Gouvernement fédéral	67	83	55,3	150		67	86	56,2		153	

Tableau 2

Lieu de travail (Canada et étranger) et sexe

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le sexe, 1982 et 1983

Lieu de travail	1982		1983	
	Hommes	Femmes	Hommes	Femmes
Total	132,658	89,922	222,582	131,858
Terre-Neuve	3,997	1,373	5,370	3,980
Île-du-Prince-Édouard	1,108	530	1,156	604
Nouvelle-Écosse	10,991	3,631	14,023	3,802
Nouveau-Brunswick	4,782	2,668	7,450	4,716
Québec (sauf RCN)	19,915	11,551	31,466	19,891
Québec (RCN)	8,791	8,231	17,022	8,807
Ontario (sauf RCN)	21,311	15,348	36,660	20,988
Ontario (RCN)	30,216	24,804	55,020	30,165
Manitoba	5,712	4,626	10,338	5,508
Saskatchewan	3,980	2,608	5,988	3,333
Alberta	7,625	5,396	13,021	7,661
Colombie-Britannique	12,797	7,603	20,400	12,724
Yukon	448	495	52,5	943
Territoires du Nord-Ouest	842	666	44,2	1,508
Étranger	1,433	392	1,735	1,328
Total	132,658	89,922	222,582	131,858
Dans 2 cas en 1982, les documents de paye ne précisent pas le sexe de l'employé.				

Source : Ministère des Approvisionnements et Services

Tableau 3

Lieu de travail (Canada et étranger) et groupe linguistique

Répartition, en nombre et pourcentage, des employés selon le lieu de travail et le groupe linguistique, 1982 et 1983

Lieu de travail	1982		1983	
	Anglophones	Francophones	Anglophones	Francophones
Total	161,550	59,099	222,582	60,417
Terre-Neuve	5,261	49	5,297	51
Île-du-Prince-Édouard	1,511	111	1,600	147
Nouvelle-Écosse	13,471	444	13,548	489
Nouveau-Brunswick	5,606	1,752	5,523	1,902
Québec (sauf RCN)	2,044	29,212	1,984	29,508
Québec (RCN)	9,634	7,344	9,587	7,546
Ontario (sauf RCN)	34,837	1,563	34,296	1,682
Ontario (RCN)	37,359	17,331	37,091	17,684
Manitoba	9,853	284	9,262	318
Saskatchewan	5,678	56	5,732	61
Alberta	12,671	239	12,693	271
Colombie-Britannique	20,019	209	20,045	225
Yukon	898	13	918	16
Territoires du Nord-Ouest	1,418	58	1,409	79
Étranger	1,290	434	1,266	438
Total	161,550	59,099	222,582	60,417

Dans 1,933 cas en 1982 et 1,376 en 1983, la première langue officielle de l'employé n'a pas été précisée. Voir la note technique.

Source : Ministère des Approvisionnements et Services

Tableau 1

Modalité d'emploi		Nombre d'employés selon la modalité d'emploi, 1982 et 1983	
Modalité d'emploi		1982	1983
Temps plein			
• Période indéterminée	203,262		
• Saisonnier	1,326		
• Période déterminée	14,798		
Total	219,386	218,557	
Temps partiel			
• Période indéterminée	2,366		
• Saisonnier	97		
• Période déterminée	732		
Total	3,195	3,487	
Grand total^a	222,582	222,044	

^aDans 1 cas en 1982, les documents de paye ne précisent pas la modalité d'emploi.

Note : Les personnes embauchées pour une période de moins de six mois sont exclues des statistiques dont rendent compte les tableaux. En décembre 1983, on en compte 11,147.

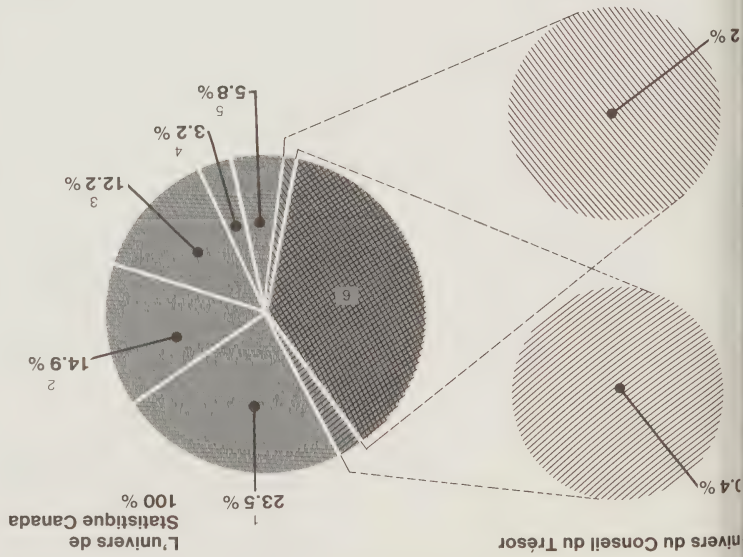
Source : Ministère des Approvisionnement et Services

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96	
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97	
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98	
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100	
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100	
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Effectif

Effectif et catégories professionnelles

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22	Catégorie de la gestion et francophones	79
23	Catégorie des scientifiques et spécialistes et francophones	80
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25	Catégorie des techniciens et francophones	82
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Légende

1 Employés des entreprises publiques

2 Personnel militaire de la Défense nationale

3 Employés de Postes Canada

4 Membres de la Gendarmerie royale du Canada

5 Employés des autres sociétés et organismes dont le Conseil du Trésor n'est pas l'employeur

6 Employés de la fonction publique fédérale pour lesquels le Conseil du Trésor fait office d'employeur (ministères et organismes énumérés dans la partie I de l'annexe I de la Loi sur les relations de travail dans la Fonction publique)

Lexique de la catégorie de la gestion

Généralités

• Catégorie de la gestion
Catégorie professionnelle, divisée en deux groupes, qui englobe les cadres chargés de l'élaboration des politiques, de la conception et de la direction des programmes, de la conception et du fonctionnement des systèmes de gestion, et de la gestion du personnel, des finances et des relations publiques.

• Groupe de la direction
Groupe professionnel supérieur de la catégorie de la gestion, qui comprend cinq niveaux et qui inclut la plupart des sous-ministres adjoints.

• Groupe de la gestion supérieure
Groupe professionnel inférieur de la catégorie de la gestion, qui ne comprend qu'un seul niveau.

Types de nomination

• Promotion
Nomination d'un employé à un poste de niveau supérieur au sein du même groupe professionnel ou d'un autre groupe dont le maximum de l'échelle de traitement est supérieur à celui du poste que l'employé occupait auparavant.

• Redéploiement
Nomination intraministérielle ou interministérielle d'un cadre, qui ne donne pas lieu à un changement de niveau ou de groupe professionnel.

• Mutation régressive
Nomination d'un employé à un poste de niveau inférieur au sein du même groupe professionnel ou d'un autre groupe dont le maximum de l'échelle de traitement est inférieur à celui du poste que l'employé occupait auparavant.

• Rétrogradation

Nomination d'un employé à un poste dont le maximum de l'échelle de traitement est inférieur à celui du poste qu'il occupait auparavant et ce, pour des raisons d'incompétence ou d'incapacité et par suite d'une recommandation en ce sens par le ministre, conformément à l'article 31 de la Loi sur l'emploi dans la Fonction publique.

L'emploi dans l'Administration fédérale, décembre 1983

Statistique Canada :

L'emploi dans l'Administration fédérale selon

Statistique Canada

Moins :

• Employés des entreprises publiques

• Personnel militaire de la Défense nationale

• Employés de Postes Canada

• Membres de la Gendarmerie royale du Canada

• Employés des autres sociétés et organismes dont le Conseil du Trésor du Canada n'est pas l'employeur

345,865 — 345,35

Conseil du Trésor :

Employés de la fonction publique fédérale pour lesquels le Conseil du Trésor fait office d'employeur*

Plus :

• Commission des relations de travail dans la

166

• Programme des carrières du Grand Nord —

45

• Commission de la Fonction publique

211

Moins :

• Employés qui ne sont pas nommés par la

1,886

• Commission de la Fonction publique

11,147

• Employés nommés pour moins de six mois

13,033

Commission de la Fonction publique :

L'emploi dans l'Administration fédérale selon la Commission de la Fonction publique

* Comprend les employés de ministères et organismes énumérés dans la partie I de l'annexe I de la Loi sur les relations de travail dans la Fonction publique.

222,04

+1

234,66

580,71

Méthodes de sélection

- Méthodes de sélection**
- Sélection par concours
 - Sélection de candidats par suite de l'affichage d'un avis de concours ou de la consultation d'un répertoire.
- peuvent être nommés :
- Poste bilingue (dotation « non impérative »)
 - Poste bilingue auquel les candidats qui ne satisfont pas aux exigences linguistiques

Méthodes de sélection et droit

- d'appel**
- Méthode de sélection ouvrant droit à un appel
 - Méthode de sélection pouvant donner lieu à un appel, conformément à l'article 21 de la loi n° 2006-40 du 23 janvier 2006 relative à la réforme de la procédure d'appel
- Méthodes de sélection et droit d'appel**
- Profil linguistique
- Niveau de compétence linguistique requis, pour chacune des langues officielles, dans quatre habiletés : lire, écrire, comprendre et parler.

Cessations d'emploi

- Cessations d'emploi**
- Méthode de sélection ayant fait l'objet d'un appel
 - Méthode de sélection ouvrant droit à un appel, à propos de laquelle au moins un appel a été interjeté.
- possède tous les pouvoirs de nomination.

Langues officielles et dotation

- Langues officielles et dotation**
- Situation linguistique du poste
Indication des exigences linguistiques d'un poste : bilingue, anglais essentiel, français essentiel ou anglais ou français essentiel.
 - Mise en disponibilité
Fin de la période d'emploi en vertu du para-

au moment de leur nomination.

Cessations d'emploi

Les renseignements sur les renvois pour incapacité ou incapacité et sur les revocations de nomination sont tirés des dossiers de la Commission. Quant aux renseignements sur les autres cessations d'emploi, ils proviennent du Système d'information des titulaires, dont il est question ci-après.

Systèmes de données

Système d'information des titulaires
Le Système d'information des titulaires d'Approuvations et Services, utilisé aux fins du Fichier de reporting, se veut une banque de renseignements sur les employés de l'Administration fédérale.

Le Système fournit des renseignements utiles à la planification des ressources humaines, à l'étude de la mobilité des employés, à l'établissement de statistiques sur l'effectif et sur d'autres aspects de la gestion du personnel, ainsi qu'à la recherche.

Ressources de gestion des ressources de gestion

Le Système d'information des ressources de gestion de la Commission a été élaboré et conçu avec la collaboration étroite de certains ministères et du Secrétariat du Conseil

et joue un rôle important dans la gestion de la catégorie de la gestion et de certains groupes administratifs centralisés. Le Système contient des renseignements informatifs et en clair sur environ 27,000 employés des niveaux supérieurs de la Fonction publique, 2,000 administrateurs subalternes du personnel et 1,500 administrateurs subalternes des finances. De plus, le Système renferme des données sur les personnes de l'extérieur de la Fonction publique qui possèdent un emploi de la catégorie de la gestion ainsi que sur les participants et les candidats au programme Échanges Canada. Les données proviennent de 12 sources différentes, y compris les employés, les gestionnaires et certains autres systèmes de la Fonction publique, notamment le Système d'information sur le personnel cadre, administré par le Conseil du Trésor.

Système de gestion de l'information

sur les nominations
Toutes les données qui figurent dans les tableaux de nominations sont tirées du Système de gestion de l'information sur les nominations, qui contient les données fournies par les ministères dans les Rapports d'opération de dotation. Les principaux avantages de ce système sont les suivants : simplification de la formule à remplir par les ministères, données exactes et à jour, accès en direct aux données, vérification avec les données déjà recueillies et possibilités d'amélioration.

Registre statistique central sur les priorités

Ce système constitue une source de données statistiques sur les bénéficiaires de priorités statutaires et administratives. L'expression « priorité statutaire » désigne le droit d'une personne d'être prise en considération en vue d'une nomination avant les autres postulants. Cette priorité est prévue par la Loi et vise les employés qui reçoivent de congé et ceux qui ont été mis en disponibilité. Quant à l'expression « priorité administrative », elle désigne un droit sem-

blable, mais cette priorité est prévue par une politique de la Commission plutôt que par une disposition de la Loi. Elle est accordée aux personnes qui ont accepté un poste de niveau inférieur, alors qu'ils bénéficiaient d'un statut d'employé excédentaire ou de personnes mises en disponibilité, et aux employés dont le conjoint a dû se réinstaller. Les données sur les mises en disponibilité proviennent du Registre plutôt que des documents de cessation d'emploi.

Une priorité administrative est également

accordée aux personnes qui ont accepté un poste de niveau inférieur, alors qu'ils bénéficiaient d'un statut d'employé excédentaire ou de personnes mises en disponibilité, et aux employés dont le conjoint a dû se réinstaller. Les données sur les mises en disponibilité proviennent du Registre plutôt que des documents de cessation d'emploi.

Généralités

• Nomination à la Fonction publique
• Nomination d'un employé à un poste de même niveau au sein des mêmes groupes ou sous-groupe professionnels, ou de tout autre groupe ou sous-groupe professionnels, dont le maximum de l'échelle de traitement est inférieur à celui du poste que l'employé occupait auparavant.

Mobilité des employés

• Déplacement d'un employé d'un ministère à un autre ou au sein du même ministère, d'un groupe ou sous-groupe professionnel à un autre ou d'une modalité d'emploi à une autre, par exemple conversion d'une nomination pour une période déterminée en une nomination pour une période indéterminée.

Modalités de nomination

• Promotion
• Mutation latérale
• Mutation régressive

• Nomination d'un employé à un poste de même niveau au sein des mêmes groupes ou sous-groupe professionnels, ou de tout autre groupe ou sous-groupe professionnels, dont le maximum de l'échelle de traitement est inférieur à celui du poste que l'employé occupait auparavant.

Mutation régressive

• Nomination d'un employé à un poste de même niveau au sein des mêmes groupes ou sous-groupe professionnels, ou de tout autre groupe ou sous-groupe professionnels, dont le maximum de l'échelle de traitement est inférieur à celui du poste que l'employé occupait auparavant.

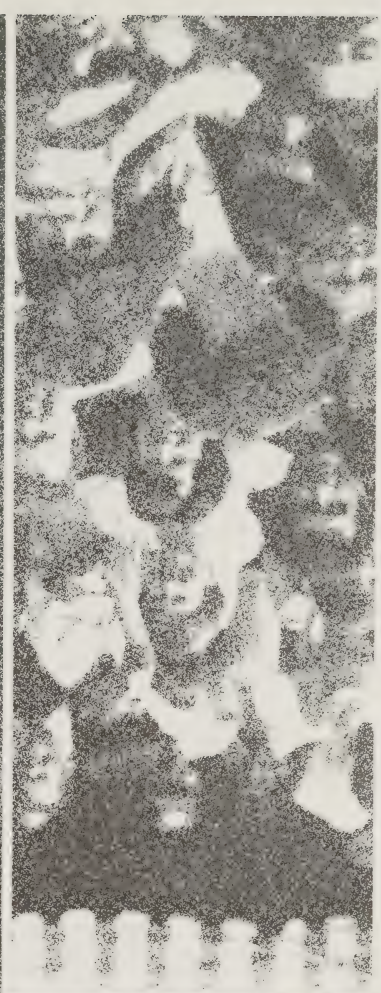
Rétrogradation

• Nomination d'un employé à un poste dont le maximum de l'échelle de traitement est inférieur à celui du poste qu'il occupait auparavant et ce, pour des raisons d'incapacité ou d'incapacité et par suite d'une recommandation en ce sens par le ministère, conformément à l'article 31 de la Loi.

• Nomination d'un employé à un poste dont le maximum de l'échelle de traitement est inférieur à celui du poste qu'il occupait auparavant et ce, pour des raisons d'incapacité ou d'incapacité et par suite d'une recommandation en ce sens par le ministère, conformément à l'article 31 de la Loi.

exemple, la Commission publie le nom-
bre de personnes faisant partie de l'effectif
fin d'une année. Or, ces données ne
respondent pas au nombre de person-
nées. En effet, une personne-année
représente une personne employée pour une
année complète ou l'équivalent. Les person-
nées dont le Secrétaireat publie le
Budget dans le *Budget des dépenses* repre-
sentent les ressources annuelles allouées
aux ministères. Quant à l'expression « per-
sonnes faisant partie de l'effectif » utilisée
par la Commission, elle exprime la façon
dont les besoins en ressources humaines
sont satisfaits et fournit des renseigne-
ments sur les caractéristiques démographi-
ques de l'effectif de la Fonction publique.







Egalité d'accès et action positive

La Commission s'emploie activement à accroître le taux de représentation des autochtones, des handicapés et des femmes au sein de la catégorie de la gestion. En 1983, les femmes comptaient pour 13 % du groupe de la direction, comparativement à 7 % en 1982, et 18 % du groupe de la gestion supérieure, par rapport à 12 % en 1982. Au cours de l'année, la Commission a pris des mesures relatives à la dotation et à la formation pour s'assurer que tous les membres des groupes sous-représentés sont pris en considération lors des nominations.

Langues officielles

La Commission ayant réussi à avoir une portion élevée d'employés bilingues, le Conseil du Trésor l'a dispensée jusqu'en mars 1987 de lui présenter des plans pluriannuels en matière de langues officielles.

Relations employeur-employés

En 1983, la Commission a accordé encore plus d'importance au Programme d'aide aux employés. Elle a augmenté les ressources qui y sont consacrées, entrepris une campagne de communications et donné des séances de formation.

Parallèlement au programme d'égalité d'accès, la Commission a poursuivi son programme d'action positive, mis sur pied en avril 1982. Une étude détaillée de l'effectif et des systèmes actuels de gestion du personnel a révélé la nécessité de modifier certaines pratiques d'emploi pour assurer qu'il n'existe pas d'obstacles à l'emploi ou à la promotion des membres des groupes sous-représentés au sein de la Commission. Des recommandations ont été formulées à cet égard et un plan d'action sera élaboré d'ici la fin de l'exercice 1983/1984.

Le comité mixte de consultation de la Commission et les représentants des agents négociateurs se sont réunis à trois reprises au cours de l'année afin de discuter, entre autres, de la santé et de la sécurité au travail, du Programme d'aide aux employés, de la formation, ainsi que de l'appréciation du rendement des employés. Les comités mixtes de consultation de chaque direction générale se sont également rencontrés afin d'échanger leurs vues sur des questions d'intérêt réciproque.

Conscient de la portée de la seconde loi

ce qui a trait à la gestion du personnel, la Commission s'emploie actuellement à analyser la partie qui traite de la collecte, de l'utilisation et de la conservation des renseignements personnels.

La Commission poursuit ainsi ses efforts en vue de fournir des réponses complètes à toutes les demandes de renseignements qu'il lui sont faites en vertu de ces lois.

agents d'information.

naïres des banques de données et des

che à suivre pour répondre à une demande

deux lois. De plus, elle a élaboré une mar-

tions en ce qui a trait à l'application de ces

s'assurer qu'il est au courant de ses obliga-

d'information à son personnel afin de

1983, la Commission a offert des séances

des renseignements personnels, le 1^{er} juillet

à l'information et de la Loi sur la protection

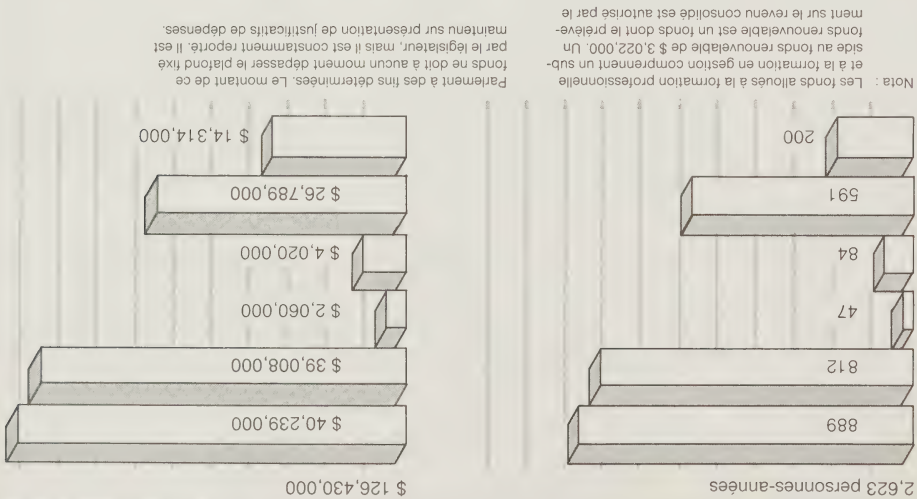
Depuis la promulgation de la Loi sur l'accès

des renseignements personnels

Accès à l'information et protection

Graphique 1

Allocations budgétaires par grand secteur d'activité, Commission de la Fonction publique, 1983 / 1984

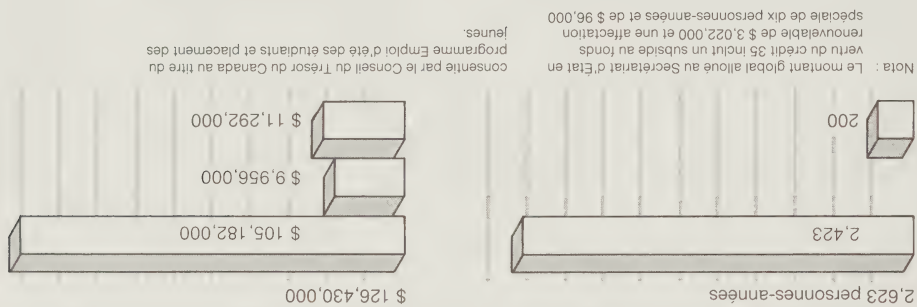


Nota : Les fonds alloués à la formation professionnelle et à la formation en gestion comprennent un subside au fonds renouvelable de \$ 3,022,000. Un fonds renouvelable est un fonds dont le prélevement sur le revenu consolidé est autorisé par le Parlement à des fins déterminées. Le montant de ce fonds ne doit à aucun moment dépasser le plafond fixé par le législateur, mais il est constamment reporté. Il est maintenu sur présentation de justificatifs de dépenses.

lingues officielles
ation
rification
pels et
quêtes
ministration
formation professionnelle
gestion

Graphique 2

Convenance des personnes-années et des fonds, Commission de la Fonction publique, 1983 / 1984



Nota : Le montant global alloué au Secrétaire d'Etat en vertu du crédit 35 inclut un subside au fonds renouvelable de \$ 3,022,000 et une affectation spéciale de dix personnes-années et de \$ 96,000 jeunes.

secrétariat
état : 35
atutaire : contribution
aux régimes d'avantages
siaux des employés
ouvenable
nds

Graphique 3

Allocations budgétaires liées aux langues officielles, Commission de la Fonction publique, 1983 / 1984



Nota : Du 1^{er} avril au 30 septembre 1983, 17 personnes-années ont été transférées à des ministères dans le cadre du Programme d'orientation des carrières.

mination
ministère des
gramme des
sues officielles —
es normes
gramme
ntation
carrières

La Commission de la Fonction publique continue de systématiser ses méthodes de gestion interne de façon que les ressources soient utilisées avec la plus grande efficacité et la plus grande efficacité possible. Les résultats de quelques dernières années ont été remarquables. Depuis 1977, le système de gestion intégré a permis à la direction de prendre des décisions éclairées sur l'utilisation des ressources et d'assurer une exploitation efficace malgré les mesures d'austérité et les compressions budgétaires. Cela a été le cas entre 1977/1978 et 1983/1984 où le nombre de personnes-années autorisées a été ramené de 3,942 à 2,623. La charge de travail n'a cependant diminué dans aucun des secteurs de services et ne diminuera pas. En fait, un nombre considérable d'activités supplémentaires ont été entreprises au cours des années, comme on le constate dans le présent rapport annuel et dans les rapports précédents.

Méthodes de gestion

Au cours de l'année, la Commission a continué à renforcer ses méthodes de gestion interne, parallèlement à l'élaboration d'un plan d'action dans le cadre du Programme de perfectionnement des pratiques et contrôles de gestion. Le plan fut approuvé conjointement par le président de la Commission, à titre de fonctionnaire administratif en Canada, et sa mise en œuvre progressive dans les cinq secteurs suivants : élaboration du cadre du plan opérationnel, modification du système de gestion intégré, évaluation des programmes, administration financière, vérification interne.

Les résultats suivants ont été obtenus jusqu'à ce jour :

- L'élaboration détaillée du cadre du plan opérationnel est presque terminée et les travaux se poursuivent pour déterminer et for- muler les données d'ensemble nécessaires à la planification et au contrôle des ressources. Les lignes directrices et les définitions concernant la justification des ressources ont également reçu l'approbation de principe du comité de direction;

En 1983/1984, des économies de \$500,000 seront réalisées dans la publicité de recrutement. En outre, le budget a été réduit de \$235,000 par suite du blocage, par le Conseil du Trésor du Canada, des crédits affectés à certaines activités prévues de l'exercice, les gestionnaires de \$272,000 dans les dépenses non salariales, entre autres : déplacement; \$107,685; impression : \$95,837; appareil et ameublement de bureau : \$28,933; administration : \$32,500.

Ressources humaines

Conformément à l'importance accrue accordée à la gestion des ressources humaines dans la Fonction publique, la Commission continue d'améliorer ses méthodes de gestion du personnel. Dans le but de rendre les agents du personnel plus conscients des besoins des gestionnaires et d'accroître la responsabilité de ces derniers dans le secteur de la gestion du personnel, la Commission affectera en 1984 des agents du personnel à certaines directions générales.

Relations publiques

La Commission a adopté une nouvelle présentation pour les annonces d'offres d'emploi. L'image de marque de la Fonction publique s'en trouve améliorée en matière de publicité pour le recrutement, et les frais seront réduits de quelque 25 %. Afin d'aider les gestionnaires à planifier leur publication, la Commission a établi de nouveaux contrôles en ce qui a trait à l'efficacité des annonces et au choix des médias cités des annonces et au choix des médias.

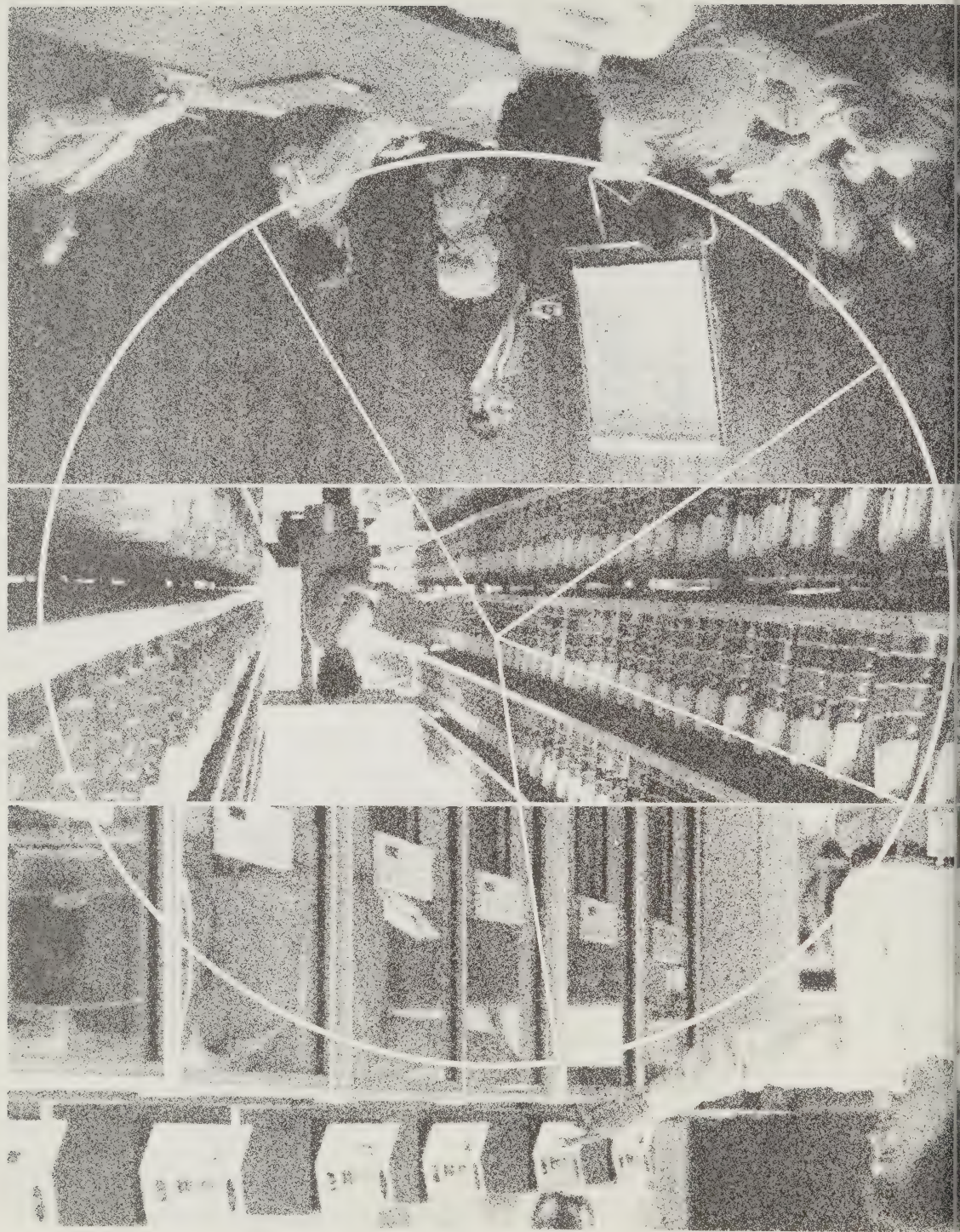
Vérification interne

En 1983, la Direction générale des programmes de perfectionnement des cadres — Touraine ont fait l'objet d'une vérification complète. Des projets pilotes de vérification ont été entrepris à l'automne de 1983 à la Direction générale des services et systèmes de gestion, dans le cadre de la nouvelle approche de vérification.

* L'augmentation de 16 personnes-années (0,6 %) est survenue attribuable à la différence entre un supplément de 68 personnes-années affectées au programme d'action positive et de 13 personnes-années affectées aux programmes des personnes handicapées et une réduction résultant du transfert à d'autres ministères de 17 personnes-années affectées au Programme d'orientation des carrières, de la compression de 19 personnes-années de l'effectif des programmes de la catégorie de la gestion et de la suppression générale de 21 personnes-années.

L'augmentation de \$19,7 (9,1 %) au titre des dépenses inscrites dans le budget est attribuable à la différence entre un supplément de dépenses de \$18,7 résultant de l'inflation et de \$1,3 affectées aux programmes d'action positive et des handicaps, et une réduction résultant de la compression générale des dépenses de \$10,4, de celle des dépenses de \$10,7 du Programme d'orientation des carrières et de \$1,1 des programmes de la catégorie de la gestion.

De plus, la Commission a établi un système d'information automatisé permettant aux gestionnaires d'obtenir rapidement des données à jour concernant les absences et les congés des employés.



« L'approche systémique à la formation est un cadre de gestion permettant de grouper et de présenter dans l'ordre, les différentes étapes de la formation, soit : la recherche, l'élaboration, la prestation, l'évaluation et la prise de décision.

Il y a lieu de souligner qu'au cours de cette année, la Commission a réalisé deux projets, l'un avec le Bureau du Contrôleur général du Conseil. Ces projets consistaient à effectuer à l'intention des ministères une étude sur les normes de rendement des agents de personnel responsables de la formation et du perfectionnement ainsi qu'à élaborer un guide sur la vérification intégrée de la fonction de formation. Ce guide sera mis à l'essai dans certains ministères au début de 1984.

En 1983, la Commission a terminé l'élaboration de trois cours pour agents de formation et procédé à leur mise à l'essai. Ces cours, *Analyse et élaboration des activités de formation*, *Tenue des activités de formation et évaluation et validation des activités de formation*, traitent de façon approfondie de l'approche systémique à la formation. Ils ont été conçus pour donner suite au Programme d'amélioration de la compétence des moniteurs et des instructeurs et au Programme d'accréditation en formation et en perfectionnement des agents de personnel, programmes qui relèvent du Secrétariat du Conseil.

Pour les agents de formation

La Commission s'emploie actuellement à repenser ces derniers cours en fonction des principes de l'approche systémique à la formation et des conclusions d'une étude sur l'analyse des professions liées à la fonction de gestion dans la Fonction publique. Les nouveaux cours seront offerts pour la première fois en avril 1984.

« ... une division de la formation du personnel fut établie le 1^{er} avril 1947. Cette division encourage la formation et coordonne et seconde les personnels des ministères qui se livrent à ce genre de travail dans tout le Service. » (Rapport annuel, 1947)

Contrôle de la qualité

En avril 1983, la Commission publiait le manuel de l'approche systémique à la formation qui a été diffusé dans tous les ministères. Depuis sa parution, les auteurs ont organisé des séances d'information sur cette méthode dans 22 ministères.

Pour veiller à ce que la formation réponde aux exigences de chaque tâche, l'équipe chargée de l'analyse des professions a réalisé une étude sur la fonction de gestion des membres de la catégorie de la gestion, des gestionnaires intermédiaires et des superviseurs et procédé actuellement à une analyse des besoins liés à l'informatique.

De plus, il convient de noter la validation, en 1983, de deux cours, *Programme d'orientation en gestion pour les cadres intermédiaires* et *Introduction à la programmation COBOL*.

Budget

Tout comme en 1982, la Commission a pu offrir formation et perfectionnement en équilibrant son budget établi suivant la méthode de financement du fonds renouvelable. En 1983/1984, la Commission a limité l'augmentation des frais de cours à 6 % et en 1984/1985, la majoration sera de 5 %, conformément à la politique du gouvernement relative aux 6 et 5 %.

La Commission offre aux ministères le soutien et l'aide nécessaires pour leur permettre de répondre aux besoins des fonctionnaires en matière de formation et de perfectionnement professionnels.

« Pour s'assurer une réserve de sténographes et de dactylographes à Ottawa, la Commission par l'entremise du ministère du Travail [...] a ouvert des cours pour les employés de ces catégories. » (Rapport annuel, 1942)

La Commission a continué, cette année, de concevoir, d'élaborer et de donner des cours et des programmes de formation et d'assurer les services de soutien essentiels à leur bonne marche conformément à la politique que et aux orientations fournies par le Conseil du Trésor du Canada en matière de formation du personnel.

Les cours donnés par la Commission sont
classés par domaines qui correspondent
aux principales connaissances et compéten-
ces exigées pour bien remplir certaines
tâches liées au travail. En 1983, près de
11,000 employés ont suivi 575 cours. Le
tableau ci-après donne le nombre et le
pourcentage de cours par matière pour
1982 et 1983.

Cours	
Orientation en gestion	
Théorie et pratiques de gestion	
Informatique	
Gestion des finances	
Gestion du matériel	
Séminaires	
Gestion du personnel	
Approche systémique à la formation	
Perfectionnement individuel	
Systèmes du gouvernement	
Total	

Pour appuyer l'action des ministères en matière de langues officielles, la Commission de son programme d'étude, renforcé par le lien qui doit exister entre les besoins langagiers des fonctionnaires et l'enseignement qu'ils reçoivent. Après avoir modifié entièrement l'orientation pédagogique des cours, elle y a ajouté une nouvelle dimension, la langue de travail. Tous les aspects du nouveau programme d'étude ont maintenant été implantés.

Le feuillet d'identification des besoins langagiers

La première étape de ce changement a été l'utilisation d'un feuillet d'identification des besoins langagiers. Ce formulaire fournit l'occasion aux gestionnaires et aux étudiants éventuels de réfléchir aux besoins réels du poste en langue seconde et de cerner les situations précises où un employé utilisera sa seconde langue officielle au travail. De plus, le feuillet sert à élaborer des plans de formation efficaces et adaptés aux besoins des étudiants et des ministères. Conscients des nécessités de leur poste et avec l'aide de leurs professeurs, peuvent ainsi assumer davantage la responsabilité de leur apprentissage. La Commission évaluera présentement la qualité de cet outil et son degré d'utilisation.

« ... pour la première fois, on a une promotion nombreuse d'élèves ayant suivi le cycle complet des cours de langues dans la Fonction publique [...] fut inauguré officiellement *Dialogue Canada à l'automne 1971, cours entièrement nouveau qui utilise la culture canadienne-française à des fins pédagogiques.* » (Rapport annuel, 1971)

Un programme d'étude plus réaliste Le programme d'étude de la Commission a changé considérablement d'orientation en trois ans. Les fondements mêmes du programme sont nouveaux; l'enseignement n'a plus pour seul objectif de faire acquérir à l'étudiant des connaissances linguistiques mais surtout de l'amener à développer des habiletés de communication directement liées aux fonctions de son poste.

Cette description pourra aussi servir éventuellement à l'élaboration de normes de formation mieux adaptées au milieu de travail croissant de fonctionnaires participant à ces derniers.

Le programme supérieur de formation linguistique a accueilli 42 participants cette année. Les ministères gagneraient à faire une plus large utilisation du Programme depuis 1982, leur offre le moyen d'améliorer sensiblement les compétences en langue seconde de leur personnel.

Au moyen de techniques d'auto-apprentissage, la Commission vise à inculquer au fonctionnaire le souci de conserver et d'améliorer son acquis en langue seconde lorsqu'il retourne au travail.

Le programme de formation linguistique en français langue seconde a connu de son côté l'implantation des modules *Langue de travail*. Ces modules, qui prennent la forme d'ateliers orientés vers un domaine spécifique de travail, ont pour objet de préparer les étudiants à accomplir en français les tâches requises par leur poste. Ils s'intéressent à la formation linguistique à partir du moment où l'étudiant a la maîtrise de certaines habiletés de base.

« Le projet pilote [en 1964] comprenait 5 professeurs et 42 étudiants inscrits à des cours à temps complet ou à temps partiel [...] on adopta divers ses formes de cours d'immersion dès le début de 1968-69. » (Rapport annuel, 1968)

Le programme d'enseignement de l'anglais langue seconde a révisé le cours de base et donné d'ici un an et demi.

Un lieu privilégié

Pour mettre au point son nouveau programme d'étude, la Commission a tiré parti de son centre linguistique principal de la Région de la capitale nationale, où se retrouvent la majorité des étudiants (800 et des services d'appoint. Ce centre deviendra un des lieux privilégiés pour l'apprentissage d'une langue seconde et pour l'essor de méthodes et de matériel pédagogiques.

Le processus d'orientation

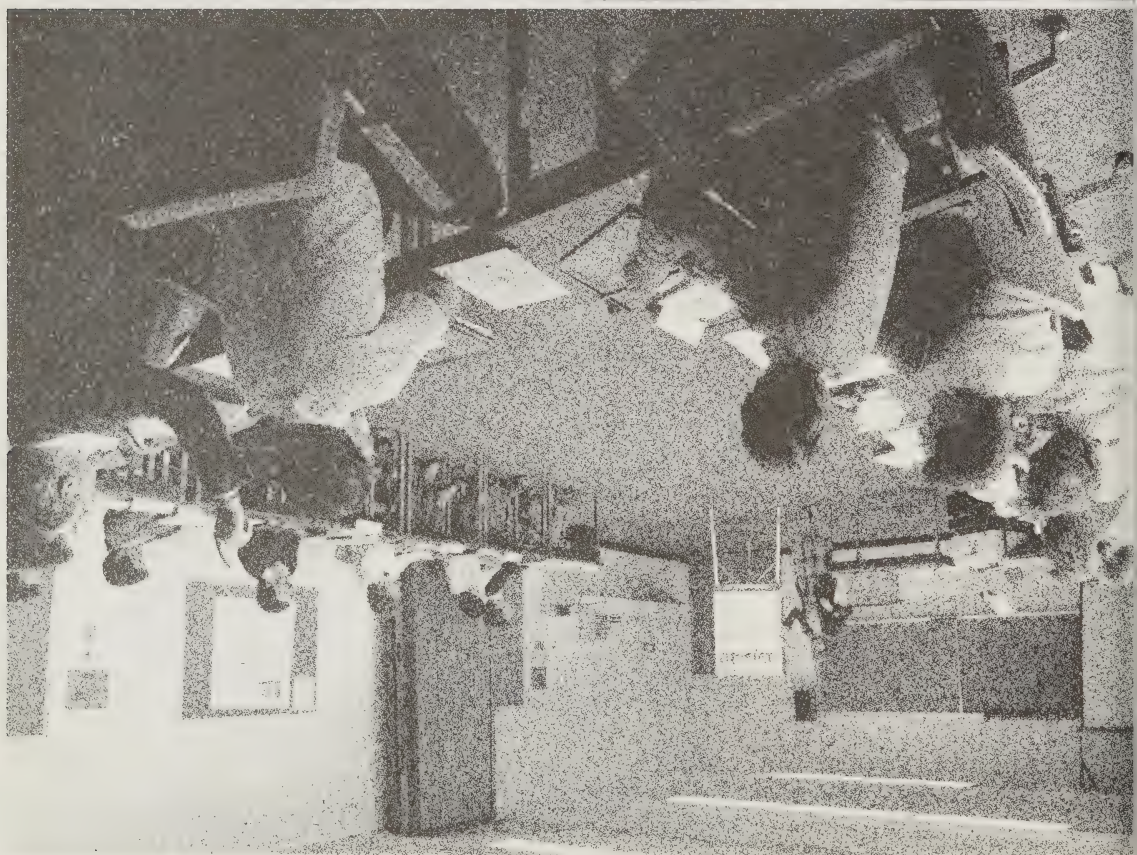
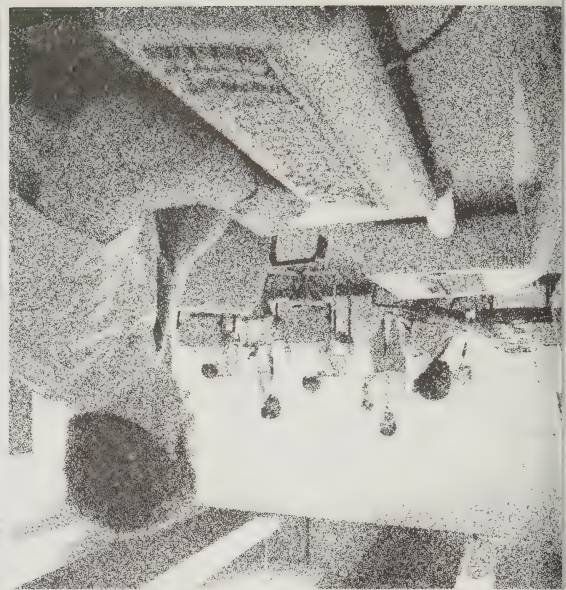
L'année 1983 nous a permis de constater les effets bénéfiques des changements apportés en 1982 au processus de détermination de l'aptitude à apprendre une autre langue. Rappelons brièvement que depuis le début de l'année, les ministères peuvent, à certaines conditions, évaluer eux-mêmes l'aptitude en langue seconde à partir des résultats de l'Examen de connaissances linguistiques et des tests diagnostiques. C'est ainsi que le nombre de demandes d'orientation en attente a été considérablement réduit. (Voir Langues officielles page 24.)

Il est bon de préciser que le processus d'orientation ne consiste pas uniquement à établir des pronostics en regard de l'aptitude à apprendre une langue seconde. La Commission émet aussi, pour chacun des candidats aptes à la formation linguistique, une recommandation au sujet de la méthode la plus susceptible de convenir à son mode d'apprentissage, du rythme optimal d'acquisition des compétences linguistiques ainsi que de la leçon à laquelle il doit commencer son apprentissage.

Inscription aux cours

Le nombre d'inscriptions aux cours continue à augmenter légèrement en 1983, 3,229 inscriptions contre 3,098 en 1982. Quant aux inscriptions aux autres cours, elles ont été limitées à 8,978, par rapport à 10,160 en 1982, en raison du transfert de ressources des cours autres que continus aux cours continus afin d'accommoder le nombre croissant de fonctionnaires participant à ces derniers.

Le Programme supérieur de formation linguistique a accueilli 42 participants cette année. Les ministères gagneraient à faire une plus large utilisation du Programme depuis 1982, leur offre le moyen d'améliorer sensiblement les compétences en langue



Antidiscrimination

La Commission a accueilli une plainte de discrimination portée par une employée aveugle. Son poste de commis aux écritures a été classifié au niveau 2 alors que ses fonctions correspondaient à celles d'un poste de niveau 3. Afin de corriger cette erreur, le ministère a reclassifié son poste à ce niveau avec effet rétroactif et l'a indemnisée pour les pertes de traitement.

La plaignante, une handicapée physique nommée pour une période déterminée, a échoué à la partie connaissances d'un concours et n'a donc pu être nommée pour une période indéterminée. Elle a prétendu avoir été victime de pratique discriminatoire du fait qu'elle est atteinte d'une incapacité physique. L'enquête a révélé qu'un membre du jury s'imaginait que l'incapacité de la plaignante l'empêchait d'offrir son plein rendement alors que le rapport d'évaluation de l'intéressée indiquait que celle-ci a exercé ses fonctions de façon satisfaisante à titre d'employée nommée pour une période déterminée. Le ministère s'est déclaré d'accord avec ces conclusions et a nommé la plaignante au poste avec paiement de don pour l'indemniser des pertes de salaire qu'elle a subies pendant les six mois où elle aurait dû occuper le poste.

Une plainte concerne une femme, commis aux écritures, qui avait remis sa démission à cause de contraintes physiques et morales attribuables à des conditions de travail intolérables. La plaignante avait en vain prié la direction de faire cesser le harcèlement par son superviseur. L'employée a été réintégré avec effet rétroactif dans un poste équivalent pour lequel elle était qualifiée. De plus, le ministère a invité un agent de la Commission à s'adresser à ses gestionnaires régionaux de programmes pour les sensibiliser aux droits de tous les employés d'être traités de façon équitable au travail.

Une plainte de harcèlement personnel qui a nuí à la santé d'un employé a été réglée à l'amiable par toutes les parties sans qu'il y ait eu enquête. Le plaignant a été affecté à un nouveau poste, de même niveau de classification et traité de la même façon. Une autre plainte de harcèlement personnel a été jugée non fondée.

Une plainte a été reçue relativement au rejet d'une candidature dans le cadre d'un concours ouvert touchant deux centres d'emploi dans des zones contiguës. L'enquête a révélé que ces centres d'emploi étaient des zones qui, auparavant, formaient une seule et même zone. Le territoire avait été découpé en deux zones autonomes, le recouvrement s'était fait conformément à l'article 19 de la Loi, relatif à la préférence à donner aux résidents de la zone servie par un bureau local. De plus, le plaignant avait échoué à un test de dactylographie et, à ce titre, n'était pas qualifié. La plainte fut jugée non fondée.

En 1983, la Commission a reçu 385 plaintes contre 329 en 1982, soit une augmentation de 17 %. Elle a examiné 657 dossiers par rapport à 505 l'année précédente, une augmentation de 30 %, et elle a classé 232 dossiers d'enquête comparativement à 233 en 1982. Elle a reçu 774 demandes de renseignements contre 442 en 1982, soit une augmentation de 75 %. La plupart des plaintes de discrimination concernaient des personnes d'origine nationale; le sexe; l'âge; la déficience.

La Commission a surtout reçu des plaintes de harcèlement. Cent cinquante et une plaintes de harcèlement ont été reçues en 1983 comparativement à 55 en 1982, soit une augmentation de 175 % directement attribuable à la publication de la brochure du Conseil du Trésor du Canada intitulée *Le harcèlement en milieu de travail*. La Commission a également reçu des plaintes concernant le manque d'équité, l'autorisation sécuritaire, les stages probatoires, les relations interpersonnelles et les évaluations du rendement.

Voici un échantillon des plaintes que la Commission a réglées en 1983.

Un employé a pu être régularisé.

Après cette façon, la situation de nombreux employés a pu être régularisée.

Une plainte touchant des nominations par tous-classement, c'est-à-dire à un niveau inférieur à celui du poste à combler, fit l'objet d'une enquête qui conclut qu'une violation de la Loi. Etant donné le nombre considérable de nominations de cette nature effectuées de bonne foi dans le passé à la Commission publique, la Commission demanda au Conseil du Trésor du Canada d'établir un processus de classification permettant d'ajuster rapidement le niveau d'un poste.

Après cette façon, la situation de nombreux employés a pu être régularisée.

La Cour suprême a convenu que le jury de sélection n'avait pas à entendre Evans ni à mener une enquête pour vérifier la véracité de l'affirmation d'un sous-comité parlementaire voulant qu'Evans ait été à l'origine d'une émeute dans une prison, affirmation qui avait motivé la restriction imposée par le commissaire aux services correctionnels à l'effet qu'il ne devait ni travailler dans un établissement pénitencier ni avoir des contacts avec les détenus. La Cour suprême a estimé que le jury de sélection n'est pas un organisme quasi judiciaire habilité à mener une enquête; la fonction du jury est d'évaluer le mérite ou les qualités intrinsèques de chaque candidat par l'application de critères uniformes; dans son évaluation, le jury ne doit pas se préoccuper de restrictions ou de conditions artificielles que l'on n'tien à voir avec la question de savoir si un candidat mérite d'être nommé.

De l'avis de la Cour suprême, le comité d'appel, étant donné sa nature quasi judiciaire, n'aurait pas dû accepter l'affirmation du sous-comité parlementaire lorsqu'il a apprécié le mérite d'Evans, il ne pouvait prendre une décision à ce sujet que suite à une enquête sur l'exactitude de l'affirmation du sous-comité concernant l'appelant.

La Cour suprême a donc renvoyé la cause au comité d'appel pour qu'il termine son enquête visée à l'article 21 de la Loi sur l'emploi et décide de la candidature d'Evans au poste, conformément à cet article.

Décisions des comités d'appel

Evans (80-21-CSC-10)

Conformément à la décision de la Cour suprême résumée ci-dessus, le comité d'appel de la Commission a revu le cas de l'appelant pour déterminer s'il avait de fait provoqué ou non une émeute.

Après audition des témoignages, le comité a conclu que ce n'était pas Evans qui avait provoqué les mots grossiers qui, dit-on, l'émue. Le comité a constaté également que le sous-comité parlementaire s'était fondé sur un rapport d'enquête de Service correctionnel Canada dont les conclusions étaient basées sur de simples ouï-dire des autorités de la prison et sur de vagues déclarations des détenus. De plus, ni l'enquêteur de Service correctionnel ni le sous-comité parlementaire n'avaient donné à l'appelant Evans la possibilité d'être entendu.

Le comité a conclu également que l'appelant était partiellement à blâmer pour avoir refusé d'identifier la personne qui avait dit le syndicat de l'appelant. Le syndicat devait également assumer une partie de la responsabilité au motif qu'il avait refusé de permettre à ses membres de collaborer à l'enquête interne.

Le comité d'appel a déploré la tentative de Service correctionnel de transférer le dossier de l'enquête interne d'un fichier accessible à un fichier non accessible pour en limiter la consultation.

Le comité d'appel, ayant conclu qu'Evans avait été évalué injustement sur le plan des qualités personnelles lors du concours, a accueilli l'appel.

Les représentants des parties ont demandé le maintien de la nomination initiale. Le comité d'appel a recommandé la constitution d'un nouveau jury de sélection qui serait composé d'un agent de la Commission agissant à titre de président, d'un employé de Service correctionnel n'ayant jamais travaillé en Ontario et d'un employé fédéral de l'extérieur du ministère, et qui serait chargé de réévaluer les qualités personnelles de l'appelant, sans tenir compte de l'évaluation du jury de sélection antérieur.

Barsky (82-21-CSC-5X)

Dans cette affaire, l'appelant a interjeté appel de la nomination initiale qui a suivi un concours dont il a été éliminé à la prescription. Aucun avis de droit d'appel n'a été affiché. L'appelant s'est désisté lorsque le ministère l'a informé qu'il devait attendre pour faire appel que quatre mois se fussent écoulés depuis la date de la nomination. Le ministère a ensuite modifié avec effet rétroactif la date de la nomination et a affirmé un avis de droit d'appel. L'appelant a déposé un nouvel appel dans le délai fixé.

A l'audience, le ministère a soutenu que l'appelant ne jouissait pas du droit d'appel étant donné qu'il ne se trouvait pas dans la zone de concours. Le ministère a également contesté l'existence d'un droit d'appel puisque d'après le bulletin *Dotation* n° 81-15 de la Commission, une nomination initiale devait être faite sans concours et par conséquent n'était pas susceptible d'appel quoiqu'en réalité un concours ait été tenu.

Enquêtes

On trouvera ci-dessous un échantillon de plaintes traitées en 1983.

Une enquête a eu lieu relativement au statut d'un commis d'un bureau régional d'un ministère. Le commis était, à l'origine, employé pour une période déterminée, mais à la suite d'un concours, il a été nommé pour une période indéterminée. Quelques jours plus tard, son supérieur a constaté qu'il n'était pas autorisé à faire pareille nomination. Il a alors annulé l'offre d'emploi et gardé l'employé en service, mais à titre d'employé pour une période déterminée. L'enquête a révélé que le ministère avait et bien nommé l'employé pour une période indéterminée en lui faisant une offre d'emploi en bonne et due forme et que l'offre avait été acceptée deux semaines avant sa révocation. Le gestionnaire avait outrepassé ses pouvoirs en retirant l'offre sur l'ordre d'un supérieur de l'administration centrale. Ceci équivalait à révoquer une nomination, ce que seule la Commission pouvait faire. L'enquête a conclu que l'employé devait toujours être considéré comme un employé nommé pour une période indéterminée.

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La Commission est persuadée que la nouvelle stratégie permettra de réduire le nombre de plaintes officielles et d'appels qui lui sont présentés ainsi que le temps et le coût de leur règlement.

Appels

La Commission a précisé cette année les critères d'établissement des comités d'appel ainsi que les méthodes de traitement des documents d'appel. Ces mesures visent à garantir l'équité dans l'examen des appels et l'établissement de comités d'appel lorsque les circonstances le justifient.

Le nombre d'appels est passé de 2,885 en 1982 à 2,400 en 1983, alors que le nombre de méthodes de sélection susceptibles d'appel baissait de 20,313 à 15,275. Le nombre de méthodes de sélection ayant fait l'objet d'un appel a augmenté de 1 % : en 1983, 1,163 méthodes ou 7,6 % ont donné lieu à des appels, tandis qu'en 1982, 1,422 ou 6,6 % avaient entraîné le dépôt d'un appel. Même si le nombre de méthodes de sélection susceptibles d'appel a diminué de 24,8 %, le nombre d'appels interjetés n'a baissé que de 16,8 %. Tout porte à croire qu'en raison des possibilités réduites d'avancement, les employés sont davantage disposés à contester les sélections faites ou proposées.

Sur les 2,400 appels interjetés en 1983, 2,331 l'étaient à l'égard des méthodes de sélection en vertu de l'article 21 de la Loi sur l'emploi dans la Fonction publique et 69, au sujet des recommandations de renvoi ou de rétrogradation en application de l'article 31.

Le nombre de décisions rendues par les comités d'appel cette année a diminué de 26,5 %. Il est passé de 1,402 en 1982 à 1,030 en 1983. Sur ce nombre, 749 décisions, soit 72,7 %, ont été rendues dans les 10 jours ouvrables qui ont suivi l'audition de l'appel.

On trouvera ci-après le résumé d'un jugement de la Cour suprême du Canada et de deux décisions rendues par des comités d'appel en 1983.

Décision de la Cour suprême

Evans c. un comité d'appel (docteur 16670)

L'appelant Evans a interjeté appel devant la Cour suprême du Canada d'un arrêt de la Cour d'appel fédérale qui avait confirmé la décision du comité d'appel de la Commission, à l'effet que le candidat n'avait pas été incorrectement évalué par le jury de sélection qui lui avait refusé une promotion au poste d'agent principal de correction.

Cette année, la Commission a mis au point une nouvelle stratégie comprenant deux objectifs étroitement liés pour assurer une norme de service raisonnable dans le domaine du recours à la Fonction publique. Le premier objectif consiste à confier principalement la tâche d'assurer l'équité à ceux qui sont tout indiqués pour le faire, c'est-à-dire les ministères. La Commission tient une série de séances d'information afin de les aider dans cette tâche.

Le second est l'application d'une méthode de divulgation complète des faits dans les causes d'appel et de règlement rapide des plaintes. La Commission est d'avis que la tenue d'une audience prolongée devant un comité d'appel aurait pu être évitée dans nombre de cas si tous les faits avaient été communiqués aux parties au niveau des ministères. La nouvelle méthode réduira les représenta-tions des syndicats. Un ministre fédéral au Québec essaie actuellement avec succès la méthode que, on l'espère, s'appliquera à l'ensemble de la Fonction publique.

Au cours de l'année, la Commission a réglé certaines plaintes sans enquête officielle et dans un minimum de temps par la tenue de discussions entre les parties, en présence d'un de ses agents d'enquête. Elle envisage de procéder ainsi plus souvent sur une base sélective.

Revue historique

1938 — Le premier appel se rapportant à l'avancement est entendu et une procédure formelle pour les appels est établie l'année suivante.

1953 — Le droit d'appel est inséré aux règlements établis en vertu de la loi du service civil.

1961 — La nouvelle loi sur le service civil reconnaît aux fonctionnaires un droit d'appel contre un certain nombre de mesures administratives qui touchent l'emploi.

1967 — Jusqu'à cette date, le comité d'appel n'avait qu'un pouvoir de recommandation auprès de la Commission. La loi de 1967 prévoit que les décisions des comités lient les parties en cause ainsi que la Commission.

L'intégration de la vérification de la dotation permettra aux hauts fonctionnaires des ministères de percevoir dans un ensemble cohérent leurs responsabilités en matière de ressources humaines et d'améliorer les mécanismes d'imputabilité en place ou d'en établir de nouveaux. Les cadres auront ainsi un portrait toujours incomplet mais plus précis de l'état de leur gestion du personnel, portrait qui leur soulignera les orientations à suivre au cours des années à venir.

En 1983, Pêches et Océans, Environnement Canada, la Commission canadienne des transports et l'Office national de l'énergie ont fait l'expérience d'une vérification du personnel. S'il est encore trop tôt pour tirer des conclusions définitives, l'opinion qui se dégage est que la vérification est dans la bonne voie.

L'accent mis sur la vérification de la gestion, une vérification plus étendue, des communications plus nombreuses et plus directes entre les intervenants, des possibilités de vérifications sectorielles à la grandeur de la Fonction publique sont autant d'éléments qui, avec la compétence accrue d'équipes ministérielles de vérification et l'utilisation multiple des renseignements recueillis, optimisme.

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En 1983, la Commission de la Fonction publique a remplacé ses vérifications et examens de la dotation par des vérifications et examens du personnel, intégrant ainsi des domaines additionnels, tels les relations de travail, la classification, les langues officielles et la rémunération. La Commission effectue des vérifications dans ces domaines en vertu des pouvoirs que le Conseil du Trésor du Canada lui a délégués dans le cadre des ententes conclues entre eux relativement à leurs rôles et responsabilités respectifs en matière de gestion du personnel. Cette intégration permet de réduire le nombre des vérifications effectuées dans les ministères, d'en améliorer la qualité et de tenir compte de tous les objectifs de la gestion des ressources humaines. Quatre vérifications et cinq études spéciales. Le Comité consultatif de la délégation a été convoqué à six reprises.

Revue historique

1968 — La Commission approuve un système de contrôle

des activités de dotation et prend des mesures pour l'appliquer. Le système de vérification de la dotation effectuée par les ministères en vertu de l'autorité déléguée est modifiée afin de fournir une vue générale des opérations de dotation. La vérification est confiée à une nouvelle direction générale.

1978 — La fonction vérification est réorientée. L'accent est mis sur les responsabilités des gestionnaires en matière de dotation.

Depuis la prise de conscience grandissante que la dotation fait partie intégrante du système de gestion du personnel, les ministères ont une conception plus nette du mérite, de ses aspects et des conditions qui le régissent. À preuve, l'analyse que font les ministères de leur situation lors des exercices de vérification. Il n'en reste pas moins que, de façon générale, les mécanismes de contrôle ne sont pas assez poussés. Un relâchement évident s'est fait sentir en 1983; bien que des efforts aient été déployés, ils ont été de nature ponctuelle et donc insuffisants. Des programmes de contrôle efficace n'ont pas vraiment été élaborés ni appliqués. Aussi les situations suivantes existent-elles toujours. Elles sont présentées par ordre décroissant d'importance.

- Les dossiers et les outils et techniques de sélection devraient être améliorés. La documentation est de qualité inégale, tandis que les outils et techniques sont utilisés de façon trop uniforme. Le contraire serait à souhaiter : des documents de valeur constante et des outils et techniques adaptés aux situations.

- Les programmes d'égalité d'accès n'ont pas été bien intégrés à l'ensemble des activités de gestion du personnel des ministères. Les efforts sont déployés de façon désordonnée et sont souvent si dispersés qu'ils n'ont qu'un lien ténu avec les buts visés.
- Les ministères continuent de faire un large usage des agences de personnel temporaire. Bien que des politiques existent, les contrôles demeurent insuffisants pour mettre un frein à une gestion insouciante et au favoritisme administratif. De plus, la filière « agences, emploi pour une période indéterminée, emploi pour une période indéterminée » a été identifiée à certains endroits. Cette dangereuse tendance n'est pas sans préoccuper le Secrétariat du Conseil du Trésor et la Commission qui montent la garde à ce chapitre.
- Quant aux marchés de services personnels, ils continuent de donner lieu à des relations employeur-employés. À cet effet, les directions du personnel et les services du contentieux des ministères ne sont pas suffisamment consultés. Une meilleure communication entre eux et les gestionnaires serait bénéfique.

(Notons qu'au sujet des agences de services personnels, la Commission effectue les vérifications au nom du Conseil.)

D'un autre point de vue, les efforts concertés de la Commission et des ministères pour améliorer la gestion des nominations intermédiaires et des nominations successives par une période déterminée ont porté fruit et valorisé le rôle des gestionnaires en matière de dotation. Cette dernière s'en voit d'autant mieux gérée.

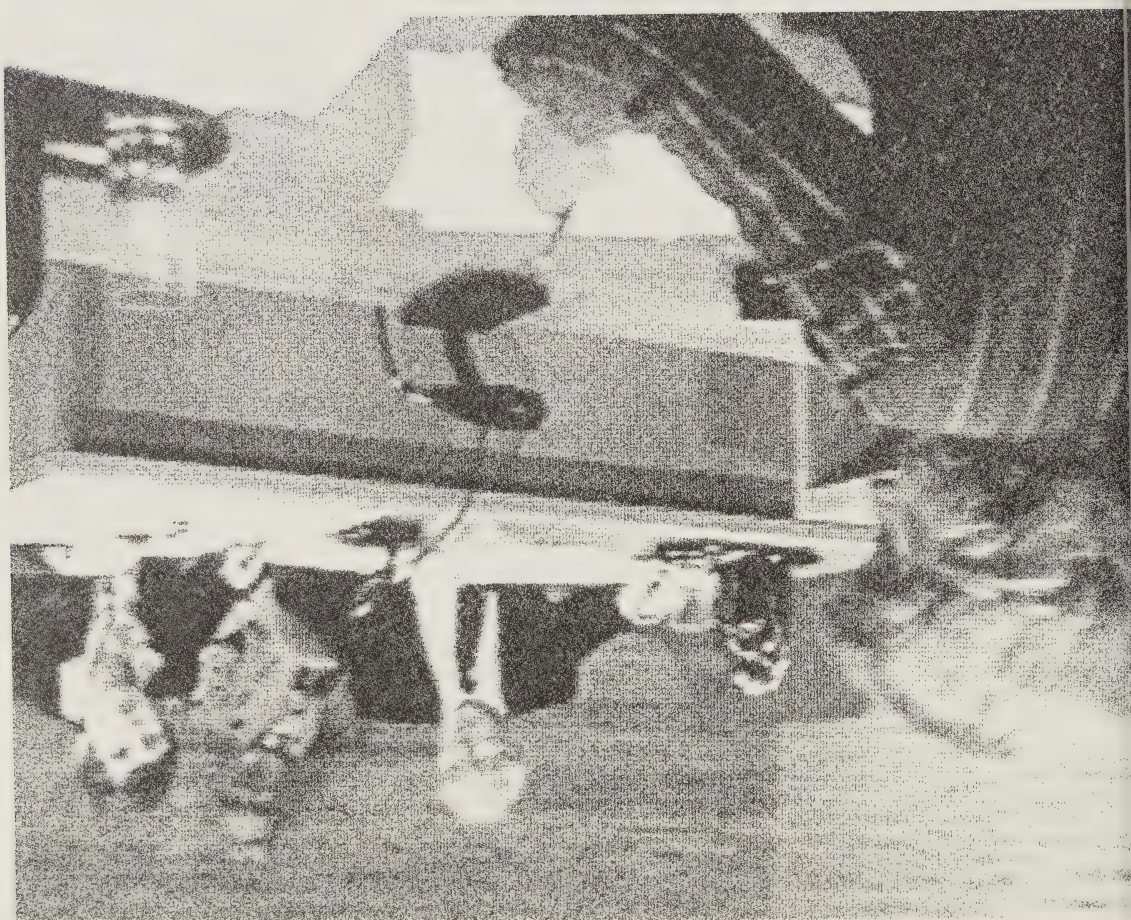
La rationalisation que représente la vérification du personnel découle directement de l'accent mis sur l'imputabilité des gestionnaires. La Commission vérifiera en effet le cinq grands aspects de toute gestion : élaboration de politiques, planification, communication, contrôle, organisation et ressource. Des outils plus complets que ceux utilisés ont donc été conçus, les services utilisés ont été améliorés et formés, réorganisés, du personnel ajouté et formé, ses nouvelles tâches.

Cette opération donne suite aussi au paragraphe de la Commission et de la Commission. La même coup, la valorisation du rôle de la Commission et la nouvelle méthode de vérification assureront des échanges plus fructueux et ouverts entre l'organisme central et les ministères.

Ajustant son rôle de gardienne du principe du mérite aux réalités de l'heure, la Commission tourne le dos à une époque où l'on voulait contrôler une application uniforme, rigoureuse et taillonnée des méthodes pour vérifier comment les gestionnaires s'acquiescent de leurs responsabilités, comme tendent des systèmes de gestion en place.

De nouveaux outils de travail concernant la vérification de la classification, de la rémunération, des relations de travail et des lignes officielles sont venus s'ajouter à ceux modifiés de la vérification de la dotation, n'oubliant pas ceux concernant la vérification des agences de placement temporaire et des marchés de services personnels. Des troupes de renseignements permettront aux vérificateurs d'être à la pointe de l'information dans un domaine donné. Les lignes directrices, élaborées en 1982, ont été utilisées pour la première fois en 1983, révisées et colligées en collaboration avec, entre autres, le Contrôleur général et le Secrétaire d'État du Conseil.

D'oresnavant, le Comité consultatif de la dotation prendra ses décisions en tenant mieux compte des résultats de la vérification, de l'instrument de délégation en vigueur et des modifications à y apporter à un lieu.



Numéro du décret du Conseil privé

Durée du décret

Nom

Titre

2386*	1983-07-27	Suzanne Léveillé	Agent de programme à Douanes et Accise de Revenu Canada
2452	1983-08-07 / 1984-08-07	Paul Labbé	Directeur de l'Office canadien pour un renouveau industriel
2454	1983-08-13 / 1984-09-01	Thomas Darcy Finn	Chet du Groupe de la planification des mesures transitoires et vue de l'établissement d'une agence de sécurité et de renseignements
2562	1983-09-01 / 1984-09-01	Sylvia Ostry	Conseiller spécial auprès du Bureau du Conseil privé
3256	1983-10-01 / 1984-01-01	Donald D. Tansley	Conseiller spécial auprès du sous-ministre des Pêches et des Océans
3480	1984-01-02 / 31	Robert Johnstone	Conseiller spécial auprès du sous-secrétaire d'Etat aux Affaires extérieures
3483	1984-01-02 / 1985-01-02	Sylvia Ostry	Sous-ministre du commerce international et coordonnatrice des relations économiques internationales aux Affaires extérieures

* Décret pris à titre de mesure corrective à la suite d'une erreur administrative et permettant à la Commission de nommer l'employée sans concours et sans droit d'appel.

Congés autorisés aux fins d'activités politiques

En vertu de l'article 32 de la Loi, tout fonctionnaire des élections fédérales, provinciales ou territoriales doit présenter à la Commission une demande de congé sans traitement. Ayant sollicité l'avis du sous-chef concerné, la Commission accordera le congé si elle « ... est d'avis que, par rapport à la Fonction publique, l'efficacité de l'employé dans le poste qu'il occupe alors n'aura pas à souffrir du fait qu'il aura été candidat à une élection... »

En 1983, la Commission a été saisie de trois demandes, toutes de fonctionnaires des élections de se porter candidats à des élections

Révocations de nominations

La Loi prévoit la révocation de nominations dans trois circonstances :

- en vertu de l'article 6, lorsque la nomination est faite conformément à une délégation de pouvoirs et que la Commission estime que la personne nommée ne possède pas les qualités requises pour exercer

provinciales. Les trois demandes ont été agréées. Elles provenaient d'employés d'Affaires extérieures Canada, de Service correctionnel Canada et d'Affaires indiennes et du Nord Canada. Cependant, ayant changé d'idée, le fonctionnaire d'Affaires indiennes et du Nord a retiré sa demande.

- en vertu de l'article 21, lorsqu'un appel interjeté au sujet d'une nomination est accueilli;
- en vertu de l'article 41, lorsqu'il ressort d'une enquête qu'un fonctionnaire a été mêlé à des pratiques frauduleuses.

En 1983, sept nominations ont été révoquées dont six en vertu de l'article 6 et une en vertu de l'article 21.

numéro du décret du Conseil privé	Durée du décret	Nom	Titre
<p>Décret du Conseil privé n° 3031, en vigueur à compter du 29 septembre 1983</p> <p>La Commission a exclu pour un an de l'application du paragraphe 12(2) de la Loi, par la distinction injuste fondée sur le sexe, 40 postes du groupe des services correctionnels de la catégorie de l'exploitation</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à la Défense nationale.</p> <p>La Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-01-12 / 1984-01-12	Robert Johnstone	Sous-ministre du commerce international et coordonnateur des relations économiques internationales aux Affaires extérieures
<p>Décret du Conseil privé n° 4096, en vigueur à compter du 22 décembre 1983</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-01-12 / 1984-01-12	Gordon Ritchie	Sous-ministre associé de l'Industrie et du Commerce et de l'Expansion économique régionale
<p>Décret du Conseil privé n° 4097, en vigueur à compter du 22 décembre 1983</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-03-01 / 06-30	Ian C. Clark	Conseiller spécial auprès du sous-ministre des Communications sur les politiques concernant le patrimoine
<p>Décret du Conseil privé n° 4096, en vigueur à compter du 22 décembre 1983</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-03-17	Joan Regalbuto	Agent d'administration à la Commission de la Fonction publique
<p>Décret du Conseil privé n° 4096, en vigueur à compter du 22 décembre 1983</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-05-13 / 1984-05-09	Douglas Love	Coordonnateur fédéral du développement économique
<p>Décret du Conseil privé n° 4096, en vigueur à compter du 22 décembre 1983</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-05-13 / 1984-04-29	Bruce Rawson	Coordonnateur fédéral du développement économique
<p>Décret du Conseil privé n° 4096, en vigueur à compter du 22 décembre 1983</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-04-21 / 1984-04-21	Bernard Drabble	Sous-ministre associé des Finances
<p>Décret du Conseil privé n° 4096, en vigueur à compter du 22 décembre 1983</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-05-02 / 1984-05-02	Patrick Reid	Commissaire général d'Expo '86
<p>Décret du Conseil privé n° 4096, en vigueur à compter du 22 décembre 1983</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-07-01 / 1984-07-01	Jaffrey Wilkins	Sous-ministre associé des Transports
<p>Décret du Conseil privé n° 4096, en vigueur à compter du 22 décembre 1983</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-08-01 / 1984-08-01	Maureen Law	Sous-ministre associé de la Santé nationale et du Bien-être social
<p>Décret du Conseil privé n° 4096, en vigueur à compter du 22 décembre 1983</p> <p>La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois entre le 1^{er} janvier 1984 et le 31 décembre 1985 à l'énergie, Mines et Ressources Canada dans le groupe des manœuvres et des hommes de métier de la catégorie de l'exploitation, dans le cadre du</p>	1983-07-14	Mary Elizabeth Day	Commis à la Défense nationale

Exclusions particulières

programme annuel de travaux d'équipe sur le terrain de la Direction des levés et de la cartographie du ministère.

La Commission a de plus soustrait 19 personnes aux dispositions de la Loi afin de les nommer à des postes de la Fonction publique pour une durée limitée, telle qu'indiquée au décret d'exclusion pertinent. Un décret d'exclusion est abrogé automatiquement à la suite de la nomination de l'intéressé à un autre poste, qu'il relève ou non de la Loi.

Liste C

Pour la nomination en vue d'un stage

financée par le programme Ete Canada d'élèves du secondaire et d'étudiants du postsecondaire dans les ministères, conformément

aux programmes d'emplois d'été axes sur la carrière et au taux de rémunération autorisé chaque année par le Conseil du Trésor du

1983-02-01

Trésor du Canada

Pour la nomination d'étudiants du niveau postsecondaire dans les ministères dans le cadre des programmes d'emplois d'été axés sur la carrière et au taux de rémunération autorisé chaque année par le Conseil du

Comités consultatifs interministériels

La Commission s'est depuis longtemps efforcée d'ajuster avec autant d'harmonie que possible ses efforts au cadre général de gestion de la Fonction publique. A cet effet, elle a mis sur pied deux comités consultatifs interministériels :

- Le Comité consulte sur le personnel supérieur, le président et les commissaires en matière de recrutement, de fonctionnaires et de perfectionnement des fonctionnaires des niveaux supérieurs de la catégorie de la gestion.
- Le Comité mixte de consultation réunit la Commission, les agents négociateurs et les représentants des ministères pour l'examen des questions d'intérêt commun et les échanges de vues.

De plus, elle prend une part active au sein de plusieurs autres comités :

- Le Comité consultatif du Secrétaire du Conseil du Trésor est chargé de donner au Secrétaire du Conseil des avis en matière d'administration, de gestion des finances et de politique du personnel;
- Le Comité consultatif sur les lignes directrices concernant les limites aux activités commerciales des titulaires des charges publiques interprète à l'intention des fonctionnaires fédéraux les lignes directrices qu'il s'est donné pour assurer que les fonctionnaires fédéraux suivent leurs activités professionnelles après leur départ de la Fonction publique;

Fonction publique;

Exclusions

Exclusions générales

Fonction publique autorise la Commission à

personne, tout poste ou toute classe de per-

meilleurs intérêts de la Fonction publique et

ne uoliscap aino. 'suollisodsiq sas an aui.

Approuvée par le gouvernement en conseil.

Lebensmittelgeschäft

Decret du conseil privé, 1907, en vigueur à compter du 31 mars 1983

La Loi/ toutes les personnes employées pour

entre le 1^{er} avril 1983 et le 31 mars 1984

raire du personnel civil de la Défense natio-

initiatives de création d'emploi du gouverne-

nes pour des emplois temporaires au cours

de 1983, 3,807 personnes avaient été

un retour à une application intégrale du principe du mérite en ce qui concerne la langue.

Si l'on regarde les seules nominations résultant de la dotation « non impérative », leur nombre est passé de 9,938 à 7,442 entre 1982 et 1983. Les personnes nommées à des postes bilingues par exclusion ou par exemption dans le cadre d'une dotation « non impérative » continuent à être massivement anglophones.

En ce qui concerne l'évaluation linguistique des fonctionnaires et des candidats aux postes bilingues, la Commission et les ministres ont administré 18,400 tests.

« ... aucune nomination [...] ne doit être faite à un emploi local dans une province [...] jusqu'à ce que le candidat ou l'employé se soit qualifié [...] dans la connaissance et l'usage de la langue de la majorité des personnes avec lesquelles il est tenu de traiter. » (Loi du Service civil, 1938)

La Commission a donné suite à 47 demandes d'exclusion de satisfaisante aux exigences linguistiques de postes bilingues dotés de « non impérative » pour des raisons humanitaires. Elle a reconnu le bien-fondé de 38 d'entre elles.

De plus, 155 fonctionnaires ont demandé à ce que leur période d'exemption de satisfaisante aux exigences linguistiques de leur poste soit prolongée; la Commission a accepté 121 demandes.

Délegation des pouvoirs de dotation*

En 1983, de nouveaux arrangements concernant la délégation des pouvoirs ont été conclus et les pouvoirs de dotation antérieurement délégués aux ministères ont fait l'objet d'un examen approfondi.

Des pouvoirs de dotation ont été délégués au Développement social, à l'Agence d'examen de l'investissement étranger et à la Commission canadienne des droits de la personne.

La liste A énumère les neuf ministères qui ont reçu de nouveaux instruments de délégation. Trois de ces instruments comportent des dispositions spéciales permettant aux ministères d'adapter leurs pouvoirs à leurs besoins précis.

Liste A

Délégation en vertu de la nouvelle structure

Ministère de la Justice Canada
Maintien du pouvoir de recruter au nom de la Commission des avocats à affecter au groupe du droit dans d'autres ministères et disposition spéciale prévoyant les cas où il n'est plus nécessaire d'obtenir l'approbation de la Commission pour procéder sans concours à la nomination d'avocats à certains postes reclassifiés

1983-02-10

Département d'Etat au Développement social

1983-02-22

Agence d'examen de l'investissement étranger

1983-04-01

* Le paragraphe 6(1) de la Loi sur l'emploi dans la Fonction publique prévoit la délégation aux sous-chefs des pouvoirs de dotation, sous réserve des conditions fixées par la Commission.

Activités particulières

Défense nationale
Maintien du pouvoir de recruter des chercheurs, des professeurs de langue et des professeurs d'université

1983-07-01

Commission canadienne des grains
Dispositions spéciales pour le recrutement d'inspecteurs des produits de base

1983-08-22

Agriculture Canada
Maintien du pouvoir de recruter des agents agricoles, des vétérinaires, des chercheurs et des inspecteurs des produits de base

1983-09-01

Musées nationaux du Canada

1983-11-01

Emploi et Immigration Canada

1983-12-30

Commission canadienne des droits de la

personne

1983-12-22

Délégation des pouvoirs de dotation des postes supérieurs

Musées nationaux du Canada

1983-11-01

Département d'Etat au Développement social

1983-02-22

Agence d'examen de l'investissement étranger

1983-04-01

Emploi et Immigration Canada s'est vu déléguer le pouvoir de recruter des élèves et étudiants à l'extérieur de la Fonction publique pour les présenter aux ministères dotés des pouvoirs délégués de sélection et de nomination. La liste C précise les pouvoirs ainsi délégués à l'emploi et Immigration et la date d'entrée en vigueur des instruments particuliers établis à cette fin.

Commission a placé 1,839 bénéficiaires en priorité, ce qui représente une augmentation de 60 % comparativement aux chiffres de 1982.

Recrutement postsecondaire

La Commission a placé 1,839 bénéficiaires en priorité, ce qui représente une augmentation de 60 % comparativement aux chiffres de 1982.

Il y a eu baisse du nombre de demandes d'emploi provenant de diplômés de cégep et de collège communautaire, en raison de la réduction des activités de recrutement sur place. En effet, des demandes n'étaient sollicitées que lorsque des postes étaient à pourvoir. En 1983, 802 demandes ont été reçues comparativement à 3,515 en 1982, soit une diminution de 77,2 %.

Le nombre d'étudiants ayant obtenu un diplôme d'études collégiales a augmenté de 41,3 % en 1983, soit une augmentation de 62,028 en 1983, soit une augmentation de 41,3 %. Les 6,355 postes dotés par ces programmes se répartissent comme suit: Des crédits spéciaux versés au programme d'études collégiales ont permis le financement de 3,695 postes, ce qui représente une augmentation de 35,5 % par rapport à l'année précédente. Le programme d'emploi d'étudiants comme agents de placement grâce auquel des étudiants sont choisis pour travailler dans les centres d'emploi pour étudiants; ce programme a pourvu à 1,233 postes. Les 980 autres postes relevant des programmes d'emploi d'étudiants ont été prévus dans les prévisions budgétaires ordinaires des ministères.

Des 6,355 étudiants du postsecondaire nommés en 1983, 1,835 ou 28,9 % étaient des francophones et 3,137 ou 49,4 % des femmes.

En 1983, la Fonction publique a été une fois de plus un des principaux employeurs d'étudiants participant aux programmes d'enseignement coopératif en œuvre dans les établissements postsecondaires un peu partout au Canada. Cependant, en raison des mesures d'austerité, le nombre total de nominations a chuté de 14,2 %. En 1983, le nombre d'étudiants nommés dans le cadre d'un programme d'enseignement coopératif s'établissait à 967, dont 241 francophones et 289 femmes, c'est-à-dire 24,9 % et 29,9 % respectivement.

Programmes des stagiaires en administration

Quatre-vingt-treize nominations de stagiaires en administration ont été effectuées en 1983, une baisse sensible si on les compare aux 183 de 1982 et aux 217 de 1981. De ces 93 stagiaires, 57 ont été recrutés au terme de leurs études universitaires et 36 ont été sélectionnés par voie de concours ministériels.

Les ministères suivants : Secrétariat d'État, Département des Assurances, Justice, Agriculture, Environnement, Défense nationale, Affaires des anciens combattants, Santé et Bien-être social, et Transports, sont investis de pouvoirs délégués pour recruter des diplômés pour certains groupes professionnels. Ils ont nommé 195 diplômés en traduction, en droit, en agriculture, en médecine vétérinaire, en actuarial, en météorologie, en sciences de la défense, en sciences infirmières et en contrôle de la circulation aérienne.

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Administration des tests

Au cours de l'année écoulée, quelque 44,669 tests et examens ont été administrés au fins de la sélection et de l'orientation professionnelle. La Commission s'est en outre engagée activement à élaborer de nouveaux types d'instruments d'évaluation en vue de la dotation en accordant une attention particulière à l'évaluation des compétences et des capacités en matière de spécialistes des finances et du personnel. Ces instruments servent de plus en plus non seulement à la dotation, mais à la sélection des participants aux programmes de perfectionnement dans le cadre de l'action positive, de la planification des ressources humaines et de la gestion des carrières.

De 1908 à 1929, les questions d'examen furent publiées dans le rapport annuel de la Commission. Un échantillonage des questions utilisées pour le recrutement apparaît ci-dessous.

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PlACEMENT DES BÉNÉFICIAIRES DE

priorité

En 1983, une lettre du président de la Commission a également pris les mesures nécessaires pour accroître l'efficacité de son régime d'autorisation en matière de priorités. Dans les régions aux prises avec une forte concentration d'emploies excédentaires appartenant à certains groupes professionnels, elle a axé ses efforts sur la recherche d'affectations possibles. Elle a souligné l'importance du recyclage et utilisé le régime d'autorisation pour recenser les postes pour lesquels des employés excédentaires pourraient se qualifier s'ils redevaient la formation nécessaire.

La restructuration et la décentralisation ont certain nombre de ministères sont les principales causes de l'augmentation sensible redéploiement du personnel. Les 1,566 pour des raisons autres que la privatisation des services fédéraux représentent une augmentation de 75 % par rapport à l'année précédente. Au tableau II, 1,294 d'entre eux sont indiqués sous emplois excédentaires, soit 875 sous réorganisation et 419 sous décentralisation. Les autres 272 sont soit employés en disponibilité, à cause d'un changement de statut au cours de l'année. On note également un nombre croissant d'emploies bénéficiaires d'autres types de priorités.

En 1983, la Commission a accordé aux ministères un total de 39,327 autorisations, soit 875 sous réorganisation et 419 sous décentralisation. Les autres 272 sont soit employés en disponibilité, à cause d'un changement de statut au cours de l'année. On note également un nombre croissant d'emploies bénéficiaires d'autres types de priorités.

53,917 autorisations accordées en 1982

Orthographe

Il n'y a à corriger dans cette copie que les mots mal épelés.

LE VOYAGE DE LA VIE

Ne faisons-nous pas dans la vie un voyage terrible et cent relâche ? Tout se qui nous entoure ne change-t-il pas chaque année ? Chaque âge n'est-il pas un pays ? Vous avez été enfant, vous êtes jeune homme, vous deviendrez vieillard.

Vous êtes dans l'enfance; vous chevez son blons, votre regard assuré et l'ampoule, vous avez le cheveu alger et joueux...

Vous arrivés à la jeunesse; le cor est souple et fort, le cheveu noble et désintéressé... Mais vous voici arrivés à la vieillesse. On y a les cheveux gris ou blancs; on prend au sérieux les plissures, les croix, les dignités...

Maintenant la more tire à mitterailler; elle vise au choeur, elle vise à la vie.

Grammaire

Analysez la phrase qui suit :

Le temps s'enfuit sur nos joies et s'arrête sur nos peines.

Corrigez les phrases qui suivent et indiquez les règles des participes qui se rapportent à vos corrections :

— Nous avons rencontré le mois dernier.

— Que les livres que nous avons lu étaient bien écrits !

Composition

Ecrire à un ami une lettre d'au moins 250 mots sur l'un des sujets suivants :

• les ressources du Canada.

• l'adoption en temps de guerre.

• la surintendance des vices du Canada en cette guerre.

• Noël dans une famille canadienne.

Les exportations de produits canadiens pour mai 1915 et mai 1916 sont données dans le tableau ci-dessous :

Produits canadiens

Béail	\$ 36,033,299
Produits agricoles	135,374,932
Mines	52,604,187
Pêcheries	19,931,656
Forêts	42,986,032
Divers	104,589,832
Manufactures	980,567

Mai 1915	7,917,194
Mai 1916	261,999,746
	52,316,834
	23,103,465
	68,727,974
	299,035,751
	\$107,482,272

Morale

• Démontrez que la fin dernière de l'homme est le bonheur et que ce bonheur ne peut s'obtenir sur la terre.

Métaphysique

• Démontrez que le miracle peut être connu et comme fait historique.

Philosophie

• Qu'est-ce que le syllogisme ? Quelles sont les règles du syllogisme ?

Logique

• Qu'est-ce que le raisonnement ? Qu'est-ce que le syllogisme ? Quelles sont les règles du syllogisme ?

Traduction (vers l'anglais)

• De Gaspé. Appréciez son roman : *Les Anciens Canadiens*.

Littérature

• Que savez-vous du genre satirique au moyen âge ?

Histoire

• Expliquez les termes suivants : valeur, capital, séquestration, la loi de Gresham, Chambre de compensation, monnaie légale, incidence de l'impôt.

Économie politique

• Expliquez les termes suivants : valeur, capital, séquestration, la loi de Gresham, Chambre de compensation, monnaie légale, incidence de l'impôt.

Géographie

• Nommez deux ou un plus grand nombre de villes ou cités du Canada qui sont des centres manufacturiers importants pour chacun des produits suivants : meubles, pianos, appareils électriques, machines agricoles, points d'acier, locomotives, wagons de chemin de fer, automobiles, voitures, bicyclettes, poêles, lampes, grain, conserves, viandes fumées, coton, articles en laine, articles en caoutchouc, chaussures, sel.

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Orthographe

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En 1983, les mesures d'austerité imposées pour l'administration ont constitué un des facteurs déterminants de la dotation. C'est ainsi qu'au cours de l'année, le nombre de nominations s'est établi à 86,588, une diminution de 13,4 % par rapport aux 100,041 nominations en 1982. De ces nominations, 10,066 concernaient des candidats de l'extérieur de la Fonction publique, alors que 90,190 demandes d'emploi ont été reçues. Le nombre ne comprend pas les demandes faites à la Direction générale des programmes de la catégorie de la gestion de la commission ni à Emploi et Immigration Canada.

Le nombre de nominations sans concours a passé de 19,003 en 1982 à 34,264 en 1983 principalement à cause d'une augmentation de 2,656 en 1982 à 18,064 en 1983 des reconductions sans concours. Dans le cas d'emplois totalisant six mois ou plus de service continu. Ce changement n'a eu d'effet que la Commission a modifié la politique relative aux employés nommés pour une période déterminée afin de permettre la reconduction sans concours de l' nomination dans le même poste avant la fin de leur période d'emploi. Auparavant, il devait attendre que cette période se termine, et l'employé renommé était considéré comme venant de l'extérieur de la Fonction publique.

Examen du régime de dotation

Dans le cadre de l'examen du régime de dotation, la Commission a entrepris en 1983 une étude complète du *Règlement sur l'emploi* dans la fonction publique afin de le clarifier, de le modifier et d'en faciliter la compréhension. L'application et l'observation. En 1984, elle a soumis les modifications proposées à l'attention des représentants des ministères des agents négociateurs.

Le *Règlement* a été adopté afin d'aider Service correctionnel à administrer les stages probatoires pour le groupe des services correctionnels. En 1984 l'article 44 afin de permettre une prolongation du délai dans le cas d'emplois désireux d'en appeler d'un renouvellement ou d'une rétrogradation pour incapacité ou incapacité lorsqu'il existe des circonstances atténuantes. L'article respectera mieux le principe d'équité.

Quant à la Loi sur l'emploi dans la Fonction publique, le paragraphe 12(2) a été modifié par suite d'un amendement à la Loi canadienne sur les droits de la personne. Le paragraphe interdit la discrimination fondée sur les motifs suivants : la race, l'origine nationale ou ethnique, la couleur, la religion, l'âge, le sexe, l'état matrimonial, la situation de famille, l'état de personne handicapée ou la déficience. Cependant, une réserve, en ajoutée à la Loi sur l'emploi afin de permettre d'invoquer ces motifs pour l'établissement ou l'application de normes de sélection lorsque la nature des fonctions du poste le justifie.

La Commission a également pris des mesures visant à simplifier le recrutement pour des emplois de courte durée dans certaines catégories ou certains groupes professionnels. En se fondant sur l'expérience positive d'un projet pilote entrepris à la Défense nationale en 1982, la Commission a obtenu du gouverneur en conseil l'autorisation d'exclure de l'application des dispositions de la Loi des personnes nommées à l'emploi de la Défense nationale et la Défense nationale pour des périodes de moins de six mois. Cette exclusion, accordée à la demande d'expression des ministères et qui sera en vigueur pour une période de deux ans, leur permet de faire leur propre recrutement et d'accélérer le processus de dotation. Il faut préciser que ces personnes ne peuvent pas se présenter aux concours restreints. (Voir Exclusions générales page 26.)

En décembre 1981, la Commission a offert aux ministères des pouvoirs de dotation accrus et l'utilisation de son Système d'information des ressources de gestion dans le cadre de leurs activités de dotation et de planification des ressources humaines. Pour faciliter l'exercice de ces pouvoirs accrus, la Commission s'emploie actuellement à décentraliser l'accès au Système d'information au moyen de terminaux vidéo, permettant ainsi aux ministères de consulter directement la banque de données du Système pour répondre à leurs besoins en matière de dotation et de planification des ressources humaines. Le Contrôleur général et le Secrétaire du Conseil du Trésor du Canada ont déjà accès directement aux données sur les groupes de la gestion des finances et de la gestion du personnel.

« Le système du mérite [...] concerne l'emploi, le maintien d'un personnel compétent sous la responsabilité des ministres de la Couronne, de telle sorte que les entreprises du gouvernement, qu'elles soient, puissent être menées à bonne fin, en tant qu'il s'agit d'une administration loyale et compétente. » (Rapport annuel, 1918)

Pour évaluer les avantages que retirent les ministères d'une consultation décentralisée, la Commission a lancé cette année des projets pilotes à Emploi et Immigration Canada et à la Défense nationale. Ces ministères ont obtenu une liaison directe avec le module de dotation du Système d'information, ce qui leur donne accès aux dossiers des employés qui y sont inscrits. Cette liaison leur donne également accès au module de planification des ressources humaines du Système, leur permettant ainsi d'évaluer et d'extraire des données statistiques concernant le ministère ou l'ensemble de la Fonction publique.

Le rapport annuel de l'année dernière mentionnait le lancement d'un projet pilote à l'égard de la mise en œuvre. Durant 1983, le ministère a adopté un système pour informer ses employés des vacances à combler à court et long terme. Par ailleurs, la Commission a accordé plus de latitude dans l'établissement des zones de concours et est parvenue à une entente visant à accroître l'efficacité et l'efficacité du recrutement. Le ministère a en outre pris des dispositions pour tenir ses cadres et ses autres employés au courant de l'application et de l'effet de ces innovations.

Perfectionnement des agents de dotation

Après que le Secrétaire du Conseil eut présenté en 1981 le Rapport du Groupe d'étude sur l'amélioration de l'administration du personnel dans la Fonction publique, la Commission a collaboré à l'application des recommandations concernant les secteurs liés à la dotation. C'est ainsi qu'en 1983 elle a apporté, à la suite de consultations avec les ministères, d'importantes modifications à ses programmes de formation afin d'accroître les compétences des agents de dotation en matière de consultation et de solution de problèmes.

Ces modifications sont à l'origine d'un programme de formation amélioré qui offre un nouveau cours spécialisé aux agents de dotation récemment nommés et un nouveau cours de perfectionnement aux agents de dotation expérimentés. Ces deux cours ont été offerts quatre fois en 1983.

Les rapports d'évaluation de ces cours et la rétroaction des responsables des services du personnel en général, et des spécialistes de la dotation en particulier, indiquent que les efforts déployés par la Commission pour accroître le professionnalisme et la productivité des agents de dotation dans la Fonction publique ont donné les résultats escomptés.

La Commission a mis au point une nouvelle structure pour former des comités interministériels chargés de l'aider à établir des plans de carrière pour tous les cadres de direction, ainsi que pour les cadres de gestion prometteurs, en tenant compte des besoins de la Fonction publique. Ces comités seront composés de fonctionnaires supérieurs des ministères et de la Commission.

Courtage

Le courtage constitue la première étape du processus de recrutement. Celui-ci a pour but premier de promouvoir des personnes auprès des gestionnaires des ministères et d'établir des conditions acceptables d'affiliations; il comporte aussi la recherche active de nouveaux débouchés au nom des personnes qui désirent changer de poste à des fins de perfectionnement ou pour d'autres raisons. Les directeurs de portefeuille, après avoir vérifié le profil du poste ou la nature de l'affiliation, présentent aux gestionnaires des ministères des personnes dont le nom figure sur la liste de courtage et dont les antécédents professionnels et la fiche de rendement démontrent qu'ils ont la capacité d'assumer les fonctions prévues. Ces interventions permettent de répondre aux besoins des ministères en temps opportun, tout en assurant l'utilisation efficace de toutes les ressources de la catégorie.

Affectations internationales

Le cinquième portefeuille de ressource, affaires extérieures et programmes internationaux, intègre les services chargés depuis 1978 des affectations internationales. Ce portefeuille est responsable non seulement de doter des postes de la catégorie A Affaires extérieures Canada mais également d'améliorer la représentation canadienne aux niveaux supérieurs des organisations internationales et des administrations étrangères. Cette représentation contribue à l'harmonisation des relations internationales au transfert des connaissances et des techniques et à l'enrichissement mutuel des participants et des organisations. Parmi les 41 postes auxquels des Canadiens ont été nommés en 1983, il y a ceux de directeur de l'Année internationale du logement des sans-abri à Nairobi, de directeur de l'évaluation externe à la Banque interaméricaine à Rome, de directeur de la revue et de l'évaluation internationale de la Division de la politique de la sécurité sociale à Genève et de chef de la Division de la politique générale commerciale et des questions connexes de l'Organisation économique et de développement économique à Paris.

Echanges Canada

L'intégration du secteur des affectations internationales au Programme de ressources a permis à Echanges Canada de s'occuper exclusivement des échanges de cadres entre la Fonction publique et le secteur privé, les universités et les administrations provinciales et territoriales.

«Ce programme [Permutation des cadres] d'échanges entre les secteurs publics et privés débute en août 1971. Il suscite de meilleures communications entre le gouvernement fédéral et les organismes extérieurs...»

(Rapport annuel, 1972)

Depuis 1971, Echanges Canada encourage, planifie et administre l'échange temporaire de cadres entre la Fonction publique et d'autres organismes des secteurs public et privé afin d'instaurer et de renforcer un climat de confiance et de collaboration. En 1983, 319 cadres y ont participé.

Une étude du programme, intitulée *Linking Canada's New Solutions* et publiée en juillet 1983 par le Conférence Board du Canada, a conclu que lorsque des conflits surgissent en raison de la mauvaise compréhension des buts, des mobiles ainsi que des pressions auxquelles font face les cadres dans les secteurs public et privé, un programme comme Echanges Canada contribue à diminuer les tensions entre le secteur privé et le gouvernement.

Cours et affectations

L'établissement de la catégorie a permis de mettre davantage l'accent sur les mouvements planifiés du personnel supérieur afin d'améliorer la qualité de la gestion de la Fonction publique. Le redéploiement des ressources au sein des ministères et d'un ministère à l'autre joue un rôle majeur dans la réalisation de cet objectif. Une collaboration et une consultation accrues entre Echanges Canada et le Programme de ressources se sont révélées fructueuses. En 1983, un comité mixte a été mis sur pied par les deux programmes pour examiner les cas particuliers, établir des plans de ressourcement communs et découvrir des moyens susceptibles de mieux intégrer leurs objectifs.

Cours et affectations

Depuis ses débuts en 1968, le programme Cours et affectations de perfectionnement encourage les ministères à découvrir leurs gestionnaires intermédiaires les plus prometteurs. Il accueille aussi un nombre restreint de candidats qualifiés provenant des administrations municipales, provinciales ou étrangères ainsi que du secteur privé et des universités canadiennes. Le programme permet d'évaluer la capacité des candidats à devenir cadres et offre à ceux qui sont

sélectionnées un programme intégré de formation, de consultation et d'affectations planifiées. Le programme a connu du succès : plus de 70 % des fonctionnaires qui l'ont complété ont accédé à la catégorie A ou à la gestion ou atteint des niveaux équivalents.

En 1983, une entente a été conclue avec les gouvernements des provinces de l'Ouest et des administrations territoriales afin d'étendre le programme à l'Ouest du Canada, à titre d'expérience. Un bureau sera mis sur pied à Edmonton au début de 1984 afin d'assurer un service plus rapide et plus efficace aux ministères fédéraux et aux participants de l'Ouest. Le premier cours de gestion qui se donnera dans l'Ouest est prévu pour le printemps 1985.

« Le Programme d'affectation des cadres, après sa deuxième année d'existence, est reconnu comme un aspect important des efforts déployés par la Commission de la Fonction publique et par le Conseil du Trésor pour préparer les fonctionnaires prometteurs à assumer un rôle de direction. » (Rapport annuel, 1969)

Au cours de l'année, 34 personnes ont été inscrites au programme, ce qui porte le nombre total de participants à 1,126 depuis 1968. Le programme a aussi permis à des membres des groupes sous-représentés, particulièrement des femmes, d'accéder aux niveaux supérieurs de gestion. Sur un total de 227 femmes qui occupent maintenant des postes de cadre, 38 sont d'anciennes participantes. Au cours des six dernières années, la participation des femmes a été en moyenne de 33 %. Cette année, pour la première fois, le cours de gestion a regroupé une majorité de femmes pour une de ses deux sessions. À la fin de l'année, le programme comptait 154 participants dont 60 étaient des femmes et 63 des francophones.

Au lieu du cours de gestion, les participants peuvent suivre un programme de perfectionnement au Royaume-Uni, en France, en Belgique ou à Québec avant la phase d'affectation. Les ministères désignent les candidats mais la sélection finale incombe au jury de révision des sections composées de fonctionnaires supérieurs de divers ministères. En 1983, un employé a été choisi pour étudier à l'École nationale d'administration à Paris et deux stagiaires de l'École ont obtenu une affectation de courte durée au Canada.



Au cours de l'année, toute une gamme de services ont été offerts, dont le recrutement, les nominations, le courtage ou la promotion et le déploiement des cadres, l'élaboration de plans de ressourcement, l'orientation de la carrière, et la coordination des cours de formation obligatoires pour les membres de la catégorie. Une des principales tâches entreprises a été l'élaboration, l'évaluation et l'application de plans de ressourcement. Les hauts fonctionnaires des ministères ont également reçu aide et conseils concernant l'affectation de Canadiens à des organisations internationales et des administrations étrangères.

Le décret de 1981 approuvant l'exclusion de la catégorie autorise le redéploiement des cadres, redéploiment qui n'est pas susceptible d'appeler si le niveau du cadre ne change pas. Il donne ainsi aux sous-chefs la latitude voulue pour gérer avec efficacité leur personnel supérieur. L'année dernière, environ 30 % des activités de direction concernant la catégorie étaient des activités de redéploiement intraministériel. Cette mesure administrative permet non seulement aux ministères de répondre à leurs besoins et à leurs priorités, mais encore aux cadres de varier leurs connaissances et leur expérience.

En 1983, il y a eu 1,127 nominations, soit 614 des postes de direction et 513 à des postes de gestion. 71 personnes étaient recrutées à l'extérieur de la Fonction publique.

Plans de ressourcement

Les plans de ressourcement ont été mis au point conjointement par la Commission et les ministères. Les équipes de gestion, d'un ministre en particulier ou d'un groupe de ministères, ont fait l'objet d'une évaluation pour établir leurs points forts et leurs faiblesses, des activités de ressourcement précises ont été élaborées pour répondre aux besoins. La Commission a demandé aux ministères de fournir leurs plans de relève ou de remplacement, la liste de leurs employés les plus prometteurs et les plans visant à accroître la représentation des groupes sous-représentés dans leurs équipes de gestion. L'examen et l'analyse par les ministères de leur situation ont permis d'établir des objectifs numériques réalistes concernant la proportion de femmes dans la catégorie.

Mise en place en 1981, la catégorie de la gestion représente un élément clé d'une conception de la gestion visant à améliorer l'efficacité de la Fonction publique par le regroupement des fonctionnaires supérieurs. Cette année marque une autre étape vers le plein fonctionnement de la catégorie : le Secrétaire du Conseil du Trésor du Canada a complété la conversion des postes de niveau supérieur au groupe de la direction. La conversion des postes au groupe de la gestion supérieure est aussi très avancée; une fois cette étape terminée, la catégorie comptera un nombre de postes un peu inférieur aux 4,000 initialement prévus.

« Elle [la Commission] assignait à la nouvelle catégorie un rôle essentiel dans le plan d'action qu'elle avait conçu pour doter la Fonction publique d'une gestion de haute qualité. » (Rapport annuel, 1980)

Le Conseil du Trésor et la Commission se partagent la gestion du personnel de cette catégorie, quoique le Conseil a le rôle principal en matière de politiques. Afin d'assurer l'uniformité d'action des organismes centraux, le Comité consultatif concernant le personnel supérieur se réunit tous les mois à la demande du président de la Commission pour conseiller cette dernière relativement à la planification du perfectionnement et de la relève et au recrutement aux échelons supérieurs de la catégorie. Le Comité est formé du secrétaire du Conseil du Trésor, du contrôleur général du Canada, du premier conseiller en gestion du personnel du Bureau du Conseil privé et des commissaires.

Ressourcement

Cinq portefeuilles se partagent les activités de ressourcement de la catégorie : développement économique; activités gouvernementales; développement social; affaires, défense, transports et communications; et affaires extérieures et programmes internationaux, ce dernier portefeuille ayant été ajouté en 1983.

tes d'accéder à la catégorie. Il offre également des services de consultation aux cadres féminins du secteur privé qui sont intéressés à une carrière en gestion dans la Fonction publique. Les services de présentation viennent compléter les services de consultation. Ils consistent à présenter la candidature de femmes lorsqu'il faut pourvoir à des postes de ou de deux niveaux inférieurs à la catégorie, à présenter des femmes ayant démontré de grandes aptitudes dans la catégorie, à présenter des femmes ou à présenter des femmes sous-représentées et à inciter les ministères à désigner des femmes pour remplacer temporairement les gestionnaires en congé ou en affectation.

« ... toutes les recommandations contenues dans le Rapport de la Commission royale d'enquête sur la situation de la femme qui se rapportaient à la Commission ont été mises en application dès 1973. » (Rapport annuel, 1973)

Le Bureau a offert tous les services prévus par son mandat uniquement pendant quelques semaines à la fin de 1983, mais il a déjà comblé 177 femmes et en a présenté huit comme candidates à la catégorie de la gestion.

Dernière mesure, la Commission et le Secréariat du Conseil ont indiqué que le programme d'orientation des cadres de gestion de la Commission pourra accueillir, à cha-que fois qu'il est donné, un certain nombre de femmes qui occupent un poste de niveau juste inférieur à celui de cadre de gestion.

Les autochtones

À l'automne de 1983, la Commission lançait officiellement, au nom du Conseil, le Programme national de perfectionnement des autochtones qui, avec le Programme de carrières du Grand Nord et le Bureau de recrutement d'autochtones, offre un éventail complet d'activités en vue de favoriser l'égalité d'accès aux emplois publics pour les autochtones.

« En novembre 1971, la Commission a annoncé un programme spécial pour autochtones. » (Rapport annuel, 1971)

Recrutement d'autochtones

La Commission a sensibilisé d'avantage les gestionnaires à ses lignes directrices et à ses programmes ainsi qu'aux politiques du gouvernement ayant pour objet d'accroître le nombre d'autochtones dans la Fonction publique. Le Bureau de recrutement d'autochtones organise des séances d'information à l'intention des gestionnaires et des agents de personnel pour les renseigner sur les meilleurs moyens d'appliquer les politiques de la Commission à l'appui des objec-

tifs du gouvernement concernant les autochtones, leurs cultures et leurs aspirations. Le Bureau aide les ministères à planifier leurs stands en vue des journées d'information sur l'égalité d'accès à l'emploi et fournit des renseignements sur les autochtones et le travail. En outre, le Bureau consigne les modèles de recrutement, la préparation à un emploi, le perfectionnement professionnel, les programmes de formation et les moyens d'optimiser leurs perspectives de carrière dans la Fonction publique.

Cette année, la Commission a intégré le répertoire de candidats du Bureau à ses autres répertoires afin d'accroître les chances des candidats autochtones d'être pris en considération pour tous les postes pour lesquels ils sont qualifiés.

Dans le Grand Nord

Depuis les débuts du Programme des carrières du Grand Nord en 1974, plus de 300 autochtones habitant dans le Nord y ont participé. Le Programme a pour objet d'offrir à des autochtones des possibilités de formation et de perfectionnement professionnel pour qu'ils soient mieux représentés dans les ministères offrant des services dans le nord du pays.

fois.

Ce sont les bureaux de Whitehorse et Yellowknife qui administrent le Programme. Cette année, la Commission s'est vu accorder des ressources supplémentaires pour un troisième bureau à Frobiisher Bay en vue d'accroître ses services dans l'est de l'Arctique. L'ouverture du bureau est prévue pour le début de 1984.

Dans tout le pays

À la suite d'une décision du gouvernement du Témiscoumics, la Commission a lancé, en 1983, le Programme national de perfectionnement des autochtones. Le Programme a pour objet de remédier au manque, cons-taté de longue date, d'autochtones dans les rangs des cadres et s'adresse aux Indiens inscrits et non inscrits, aux Métis et aux Inuits qui aspirent à des postes de cadre dans la Fonction publique et qui possèdent les aptitudes pour répondre éventuellement aux exigences de ces postes. Les participants

Les Noirs

La Commission continue de promouvoir le recrutement de Noirs en Nouvelle-Écosse pour des postes de la Fonction publique. Cette année, 44 candidats noirs ont été sélectionnés à des postes d'agent dans les ministères fédéraux en Nouvelle-Écosse, comparativement à 35 en 1982. De ce nombre, 22 ont rempli les conditions requises. Le nombre de Noirs nommés à des postes pendant l'année a été de 216, contre 175 en 1982.

« Dès 1973, le bureau régional des provinces atlantiques a mis en œuvre un programme en Nouvelle-Écosse pour éliminer les barrières faisant obstacle à leur participation pleine et entière à la Fonction publique. » (Rapport annuel, 1973)

Parmi les activités de cette année, citons la publication et la diffusion, dans la collectivité noire de la Nouvelle-Écosse et dans les ministères, des premières brochures et autres documents en valeur le Programme d'emploi des Noirs, la publication de bulletins sur les possibilités de carrière et l'offre d'un cours subventionné visant à sensibiliser davantage les gestionnaires des ministères et les représentants du programme d'égalité d'accès à l'emploi aux questions d'intérêt pour les Noirs, ainsi que la promotion du recrutement de Noirs.

De concert avec la commission de la Fonction publique provinciale, un séminaire sur les carrières a été organisé pour informer les enseignants et les conseillers en orientation des écoles secondaires sur les possibilités d'emploi et les perspectives de carrière aux échelons fédéral et provincial. De plus, des études par suite d'une enquête ministérielle sur les fonctionnaires noirs en Nouvelle-Écosse, des données serviront à mener chaque année des enquêtes sur l'avancement professionnel des fonctionnaires de race noire.

* Comprend les nominations pour moins de six mois.					
Niveau	Période	Période	Total	424	184
Agents	80	36	116	50	66
Personnel de soutien	272	36	308	190	118
Total	352	72	424	240	184
Total					
424	184	240	424	184	424

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Agents	80	36	116	50	66
Personnel de soutien	272	36	308	190	118
Total	352	72	424	240	184
Total					
424	184	240	424	184	424

Les programmes d'égalité des chances pour les femmes ont connu du succès, mais dans certains cas, comme l'avancement des femmes au niveau de la haute gestion, les progrès ont été limités. De nouvelles mesures ont donc été prises pour accroître le nombre de cadres féminins.

Cette année a été marquée par le lancement d'un tout nouveau programme visant à augmenter le nombre de femmes dans la catégorie de la gestion. À la fin de 1983, la catégorie comprenait 5,9 % de femmes tandis que celles-ci représentaient 40,6 % de l'effectif de toute la Fonction publique.

« Il est clair que bien des femmes possèdent, à l'égard des hommes, certaines capacités administratives ou exécutives, et pourraient, au point de vue des connaissances, remplir les plus hautes fonctions. » (Rapport annuel, 1909)

La Commission a accordé une attention particulière à l'orientation professionnelle des femmes et à la planification de leur carrière. En effet, un programme national de recrutement a été lancé pour recenser des cadres féminins de l'extérieur de la Fonction publique susceptibles d'être intéressées aux postes de la catégorie.

Ces mesures, s'ajoutant aux initiatives nouvelles et continues de la Commission et des ministères, permettront d'atteindre l'objectif annoncé par le gouvernement en octobre 1983 à l'égard du nombre de femmes que la catégorie devrait compter. Cet objectif, qui consiste à faire passer le nombre de femmes de 217 à 475 d'ici au 31 mars 1988, pourra être atteint grâce à une bonne gestion que renforcent des moyens comme le Bureau de présentation et d'orientation professionnelle des femmes, dont il est question ci-après.

Les femmes

On a réalisé le projet-pilote annoncé en décembre 1967 en vue de promouvoir du travail dans la Fonction publique aux arrêts mentaux de la région d'Ottawa. » (Rapport annuel, 1968)

Après spécialiser le compte du Conseil du Trésor et de l'Occupation avec son Secrétariat, la Commission a lancé le Programme d'accès pour les personnes handicapées. Le Programme, qui offre une formation et une orientation en cours d'emploi aux handicapés physiques qui, s'ils sont qualifiés à d'autres égards, ne possèdent pas l'expérience voulue. Afin d'inclure les ministères au Programme, celui-ci leur fournit des personnes-années et le traitement des participants. Ces derniers sont nommés dans des postes qui leur permettraient de recevoir une formation en cours d'emploi. Au lieu de celle-ci, ils devraient être capables d'occuper un emploi de façon continue.

La Commission a en outre établi une banque centrale d'aides techniques hautement efficaces afin de permettre aux participants d'exécuter leur travail. Voici des exemples d'aides : micro-ordinateur parlant, siège élévateur pour permettre à l'occupant d'accéder aux étages supérieurs, système de lecture à écran de télévision, système de transmission et de réception portatif MF qui permet d'amplifier le volume de la parole.

On que le Programme n'existe que depuis quelques mois, les premiers résultats sont encourageants. Cette année, 69 handicapés ont été recrutés dans le cadre du Programme et 424 autres ont pu l'être grâce à des activités permanentes de la Commission (voir le tableau I).

Tableau I

Nombre de nominations de handicapés à la Fonction publique, selon le niveau, la modalité d'emploi et le lieu de travail, 1983

Orientation professionnelle

Le Bureau de présentation et d'orientation professionnelle des femmes, mis sur pied par la Commission en 1983, a pour objet d'offrir des services de consultation professionnelle aux fonctionnaires féminins de tous les régions du Canada qui occupent un poste de un ou de deux niveaux inférieurs à la catégorie de la gestion ou de trois niveaux inférieurs mais qui ont de grandes possibilités d'avancement.

Le Bureau de présentation et d'orientation professionnelle des femmes, dont il est question ci-après.

Promotion des groupes sous-représentés

En 1983, la Commission de la Fonction publique a réalisé des progrès considérables en vue d'éliminer les obstacles qui subsistent au recrutement et à l'avancement des handicapés, des femmes et des autochtones et d'assurer l'égalité d'accès aux emplois publics.

Par le lancement en juin 1983 d'un programme d'action positive touchant l'embauche de la Fonction publique, le gouvernement faisait de nouveau un ressort important de l'adoption des mesures favorisant l'égalité d'accès à l'emploi et consultant le même coup l'infrastructure nécessaire à l'action positive.

Dès le début du projet pilote d'action positive en 1980, la Commission a participé à l'élaboration des techniques mises en œuvre actuellement dans toute la Fonction publique. Elle a aidé le comité d'orientation du projet à mettre au point une formule typiquement canadienne pour relever et éliminer les pratiques discriminatoires en milieu de travail.

La Commission considère le programme actuel d'action positive comme une étape importante de l'évolution des mesures visant à assurer une véritable égalité d'accès et non pas comme un départ dans une nouvelle direction. Le processus systématique de planification et d'utilisation des ressources humaines, inhérent au programme d'action positive, met particulièrement l'accent sur les mesures d'égalité d'accès et sur le fait que les programmes et la planification à l'intention des groupes sous-représentés consistent des éléments essentiels d'une gestion efficace.

La question a souvent été posée, à savoir si l'action positive allait à l'encontre du principe du mérite. On ne saurait trop répéter que le programme d'action positive mis en œuvre en 1983 n'entre pas en conflit avec le principe du mérite qui veut que seules des personnes d'exception soient nommées. Il s'agit plutôt d'un programme conçu pour éliminer les obstacles qui entravent indument les chances d'emploi et pour des femmes et des autochtones au sein de la Fonction publique, par l'amélioration de la planification et de la gestion des ressources humaines.

En plus d'affirmer le principe du mérite, la Loi sur l'emploi dans la Fonction publique stipule que : « En prescrivant ou en appliquant des normes de sélection [...] la Commission ne doit pas permettre l'application de normes de sélection qui aboutiraient à une préférence. Cette obligation constitue une protection des plus efficaces contre la discrimination dans les processus de recrutement et de sélection et assure l'égalité d'accès aux emplois publics. C'est là une autre garantie portant que seules les personnes dûment qualifiées sont nommées à la Fonction publique.

« Peuvent se présenter aux examens pour toutes les positions dans les ministères d'Ottawa, toutes et chacune des personnes résidant au Canada et, pour les positions dans les provinces, toutes et chacune des personnes résidant dans cette province. » (Rapport annuel, 1918)

Les handicapés

En 1981, année internationale des personnes handicapées, la Commission a réorganisé ses services de recrutement et de prestation afin d'aider les handicapés désireux d'obtenir un emploi dans la Fonction publique.

Services généraux

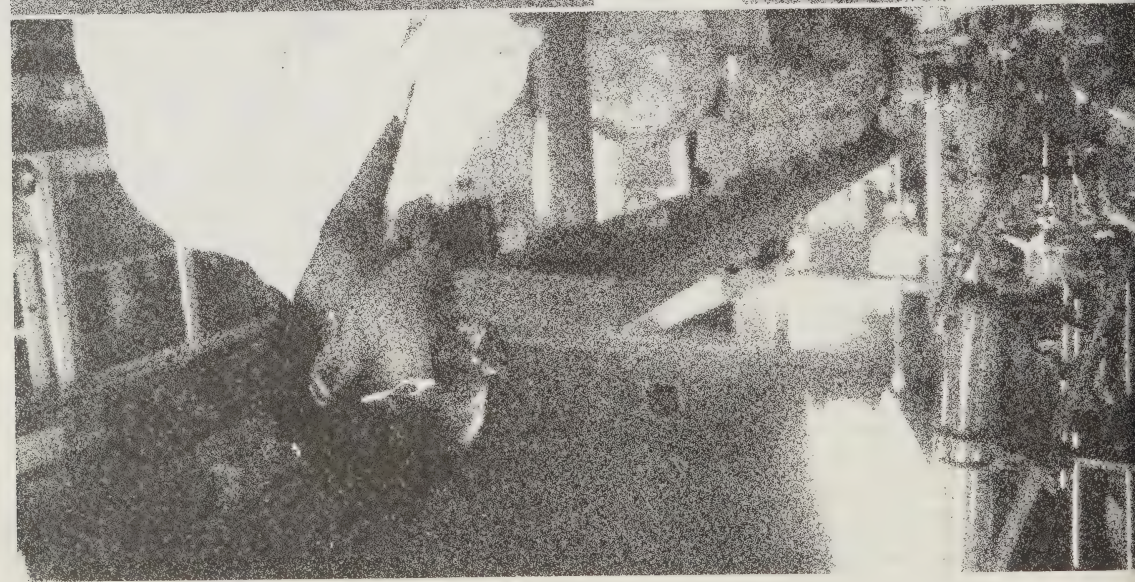
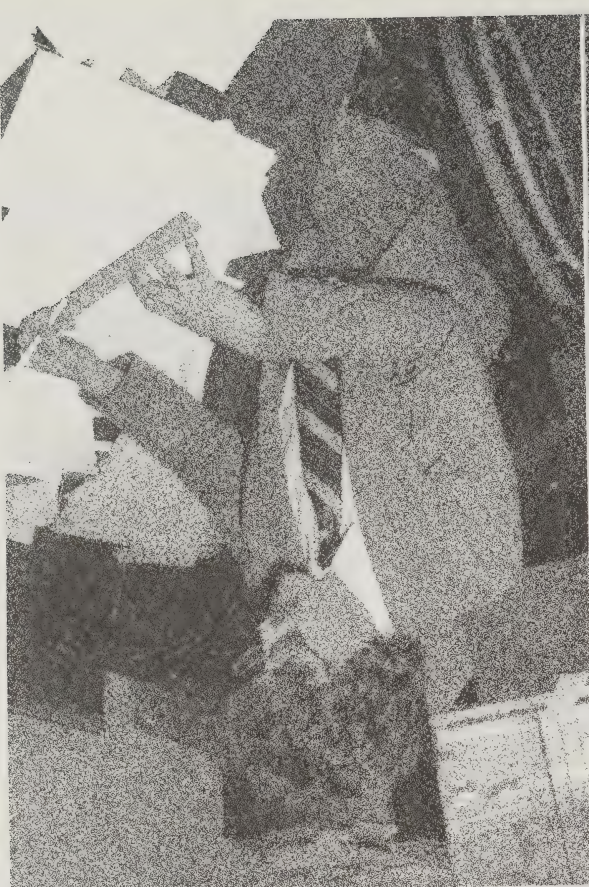
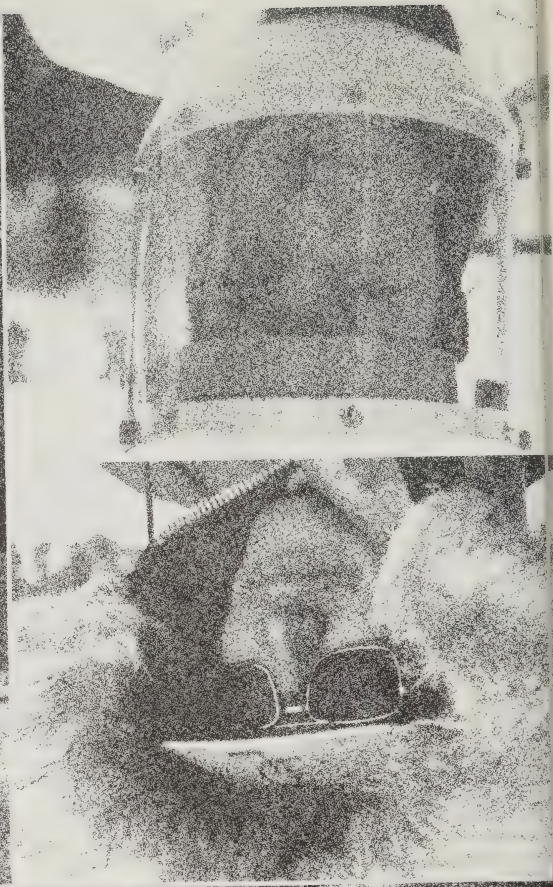
La Commission s'occupe d'un certain nombre d'activités dans le cadre du Programme d'insertion des personnes handicapées. Par exemple, des coordonnateurs cherchent à inscrire les handicapés qualifiés de la région dans des répertoires auxquels ont accès les agents de dotation des ministères de manière à leur donner toutes les chances possibles d'être pris en considération pour des postes.

Ces mesures doivent être considérées comme spéciales et limitées dans leur champ d'application et leur durée. La Commission est d'avis que leur application générale ne serait pas dans l'intérêt de la population, de la Fonction publique ou même des groupes cibles concernés. La sélection et le recrutement au mérite, reposant sur l'évaluation objective des aptitudes de chaque candidat par rapport aux fonctions à remplir, doivent constituer la règle générale. L'utilisation de contingents et de préférences générales irait à l'encontre du mérite. Même si un tel régime était permis, une saine gestion voudrait qu'on n'y ait pas recouru : atteindre les contingents par tous les moyens deviendrait alors la principale préoccupation des gestionnaires et l'objectif

La Commission considère que les objectifs quantitatifs établis pour accroître le nombre de femmes dans la catégorie de la gestion ainsi que ceux qui seront fixés dans les plans ministériels des ressources humaines sont acceptables dans la mesure où ils servent d'outils pour élaborer à l'intention des groupes sous-représentés des stratégies d'emploi dont la mise en œuvre respecte intégralement le principe du mérite.

Pour une égalité des chances

Afin d'appuyer le programme d'action positive, la Commission a adopté de concert avec le Secrétariat du Conseil du Trésor d'Canada, une série de mesures spéciales concernant les handicapés, les femmes et les autochtones. En plus de ces mesures, la Commission continue d'accorder une attention considérable à ses nombreux programmes d'égalité d'accès aux emplois publics.



Une révision des modalités d'application

Depuis plusieurs années, la Commission s'est efforcée d'assouplir les mécanismes d'application du mérite. On devra aller encore plus loin au cours des années à venir. La réforme administrative n'a pas encore donné tous les résultats escomptés et certains de ses aspects restent encore à mettre en œuvre. A elle seule, elle ne pourra cependant pas venir à bout de toutes les difficultés et assurer la souplesse que la Commission juge nécessaire.

Ce constat s'explique par le cadre législatif actuel. La Loi contient plusieurs dispositions qui ont pour effet de circonvenir l'application du mérite. Quoique toute la latitude accordée par la Loi n'ait pas encore été exploitée, ses anachronismes procèdent ne donnent pas à la Commission toute la latitude voulue pour obtenir un personnel qualifié tout en réduisant les délais de la dotation et les coûts afférents. On peut se demander s'il est normal de ne prévoir dans la Loi qu'un seul système de dotation, sans distinguer entre les compétences particulières requises par les divers types d'emploi. Nous aussi que plus de sept articles de la Loi sont consacrés à la marche à suivre lors des concours. Les zones de concours, dans le cas des concours ouverts au public, doivent préciser la région de résidence d'où les candidats doivent venir. Dans le cas de concours réservés aux fonctionnaires, la zone de concours doit, en plus, préciser la partie de la Fonction publique, s'il en est, ainsi que la nature des fonctions et le niveau des postes, s'il en est, où les candidats doivent être employés. L'établissement des listes d'admissibilité doit suivre une marche des plus strictes.

On peut aussi remettre en question certains autres aspects du cadre législatif actuel. Faut-il maintenir la nomination à un poste spécifique étant donné les obstacles que cela pose à la mutation et au redéploiement des employés de la Fonction publique et les pertes d'efficacité et d'efficacité qui en résultent ? A cet égard, l'expérience du décret d'exclusion s'appliquant à la catégorie de la gestion peut être instructive car le décret vise justement à favoriser une meilleure utilisation du personnel cadre.

tionnés ci-dessus.

Un système cohérent

Il ne fait aucun doute que le domaine de la gestion du personnel est devenu de plus en plus complexe au fil des ans. Prenons l'exemple des moyens de recours : certains relèvent de l'autorité de la Commission, d'autres sont sous la responsabilité de la Commission des relations de travail, mais que stipulés dans la Fonction publique, tels que l'interprétation que l'on donne à un cas particulier. On peut aussi se demander si le rôle traditionnel d'ombudsman de la Commission de la Fonction publique, qui remonte à l'époque où elle était le seul maître d'œuvre en matière de gestion du personnel, doit continuer à s'exercer de la même façon étant donné la multiplicité des recours disponibles et le rôle des syndicats.

« Un système d'examen de concours ouverts à tous [...] exclurait les incompetents et amoindrirait les risques de nominations peu convenables [...] ouvrirait au public le service gouvernemental, offrirait un encouragement à tous les jeunes gens intelligents. » (Rapport annuel, 1918)

La Commission accorde depuis plusieurs années une importance considérable à l'harmonisation des efforts des intervenants dans les divers aspects de la gestion du personnel à la Fonction publique. Les ententes sur les rôles et responsabilités avec le Conseil du Trésor et la participation de la Commission à divers comités interministériels en témoignent (voir Comités consultatifs interministériels page 26). La Commission entretient des relations suivies avec, entre autres, les syndicats, les représentants des fonctions publiques provinciales et territoriales. Pour sauter au-dessus des défauts de structure, elle vise justement à favoriser une meilleure utilisation du personnel cadre.

Vers une réforme législative

Les défis auxquels la Fonction publique fait face requièrent un accroissement de sa capacité d'adaptation au changement social, d'efficacité. Pour atteindre cet objectif, les structures et les systèmes administratifs doivent venir appuyer les attitudes positives des cadres ainsi que des fonctionnaires en général. La réforme administrative a amorcé un mouvement en ce sens en ajoutant deux nouveaux organismes de surveillance. En dépit d'arrangements administratifs pour éviter les chevauchements, la situation est devenue confuse puisque, pour un même problème, on peut s'adresser à plusieurs organismes selon l'interprétation que l'on donne à un cas particulier. On peut aussi se demander si le rôle traditionnel d'ombudsman de la Commission de la Fonction publique, qui remonte à l'époque où elle était le seul maître d'œuvre en matière de gestion du personnel, doit continuer à s'exercer de la même façon étant donné la multiplicité des recours disponibles et le rôle des syndicats.

- le préambule d'un nouveau cadre législatif devrait énoncer les grands principes de gestion de la Fonction publique ainsi que les principes régissant la conduite qui s'imposent à tout fonctionnaire;
- le nouveau cadre devrait fournir de grandes orientations et non des règles précises auxquelles on s'en tiendrait à la lettre, mais des principes généraux qui, rapidement désuètes, deviennent autant d'entraves aux objectifs de la loi;
- le cadre législatif devrait permettre des applications particulières du mérite;
- les règles d'application du mérite réglementaire de la Commission;
- la révision législative devrait englober l'ensemble des fonctions de la gestion du personnel. Cela permettrait non seulement de tenir compte des conséquences des décisions prises par rapport à un aspect donné et d'assurer une bonne intégration des divers aspects de la gestion du personnel, mais aussi de délimiter clairement les rôles des divers intervenants et de renforcer par la même l'obligation qu'à chacun de rendre compte.

Des changements législatifs basés sur ces grandes orientations permettraient de poursuivre l'adaptation de la dotation aux besoins de la Fonction publique et aux attentes de la population. Pour la Commission, le but ultime d'une révision législative doit être de cerner les moyens permettant de favoriser l'excellence dans la Fonction publique, de promouvoir le sentiment de mission qui doit inspirer l'ensemble des fonctionnaires et d'accroître le respect et la confiance mutuels entre la population et la Fonction publique.

Mandat de la Commission

En adoptant les lois sur le service civil de 1908 et de 1918, le Parlement érigea en principe le mérite, qui veut que les nominations et les promotions dans la fonction publique soient basées sur l'évaluation des qualités professionnelles et personnelles des candidats sans aucune considération de leur affiliation à un parti donné ou de leur adhésion à une idéologie. Il interdit du même coup aux fonctionnaires de participer à des activités politiques ou de contribuer financièrement aux fonds d'un parti, mettant ainsi fin à la pratique selon laquelle le parti au pouvoir prélevait systématiquement une somme sur les salaires des personnes qu'il avait nommées.

Le mérite est, et doit demeurer, le principe fondamental de la notation dans la Fonction publique². Cependant, la façon de voir le mérite et les méthodes qui servent à appliquer ce principe doivent continuellement être modifiées pour tenir compte de l'évolution des valeurs et des attentes de la société canadienne et, particulièrement, des besoins en personnel de la Fonction publique. Au cours des dernières années, la Commission de la Fonction publique a accordé une grande place à cette préoccupation alors qu'elle s'efforçait de réviser le système du mérite et d'assurer ainsi que les méthodes de notation s'accordent avec les besoins des ministères³ et les exigences de l'intérêt public.

La réflexion et les efforts que la Commission a engagés en ce sens s'inscrivent dans une tradition de valeurs et de principes généraux qui a fait que notre Fonction publique est reconnue comme l'une des meilleures du monde. C'est grâce à cette tradition que le gouvernement fédéral, depuis plusieurs décennies, a pu compter sur ce soutien inestimable qu'est représenté un corps de fonctionnaires dévoués et compétents. La Commission est convaincue que les principes complémentaires du mérite dans les nominations et de l'impartialité politique des fonctionnaires en place sont des éléments essentiels de cette tradition. C'est pourquoi elle croit bon, à l'occasion de son 75^e anniversaire, de mesurer le chemin parcouru depuis que le Parlement a décidé d'élever la fonction publique au dessus du favoritisme politique et des jeux d'influence.

- élimination du favoritisme;
- gestion scientifique des emplois;
- droits et privilèges des employés;
- souplesse et délégation;
- droits de la personne et des groupes.

L'élimination du favoritisme

En plçant sous l'égide de la Commission la dotation en personnel de l'ensemble des ministères de la fonction publique, le Parlement a généralisé l'application du mérite. Une règle pour tous, appliquée à tous de façon équitable, semblait la meilleure façon de mettre fin au favoritisme politique et administratif.

Le concours était considéré comme la méthode la plus pratique pour choisir les employés, qu'il s'agisse de hauts fonctionnaires ou d'employés subalternes. La dissolution de la Commission, au début des années 1920, d'administrer elle-même tous les concours renforça cette tendance vers l'uniformité.

² Dans ce rapport, l'expression « Fonction publique » désigne l'ensemble des ministères et organismes auxquels la Loi sur l'emploi dans la Fonction publique s'applique. Dans les autres cas, l'expression « fonction publique » est utilisée.

³ Dans ce rapport, le terme « ministère » désigne aussi bien un organisme, central ou non, qu'un ministère en tant que tel, sauf ou il paraissait essentiel de faire la distinction.

Les droits et privilèges des employés

Il reste que cette approche a apporté une contribution remarquable : l'analyse des fonctions des postes a fourni une base rationnelle et objective à partir de laquelle peut se faire la sélection du personnel.

La gestion scientifique des emplois

Au moment où la loi de 1918 était adoptée, les théories de l'école américaine de la gestion scientifique révolutionnaient les méthodes d'administration et d'organisation, qui étaient basées sur la persécution de l'emploi plutôt que sur la persécution de la tâche. L'analyse scientifique du travail donna lieu à une définition restrictive du mérite : la capacité d'accomplir les fonctions d'un poste donné, sans aucune mention du potentiel de la personne ou de sa capacité d'occuper des classes de postes. La nomination à un poste dans la Loi sur l'emploi dans la Fonction publique de 1967 perpétua cette conception.

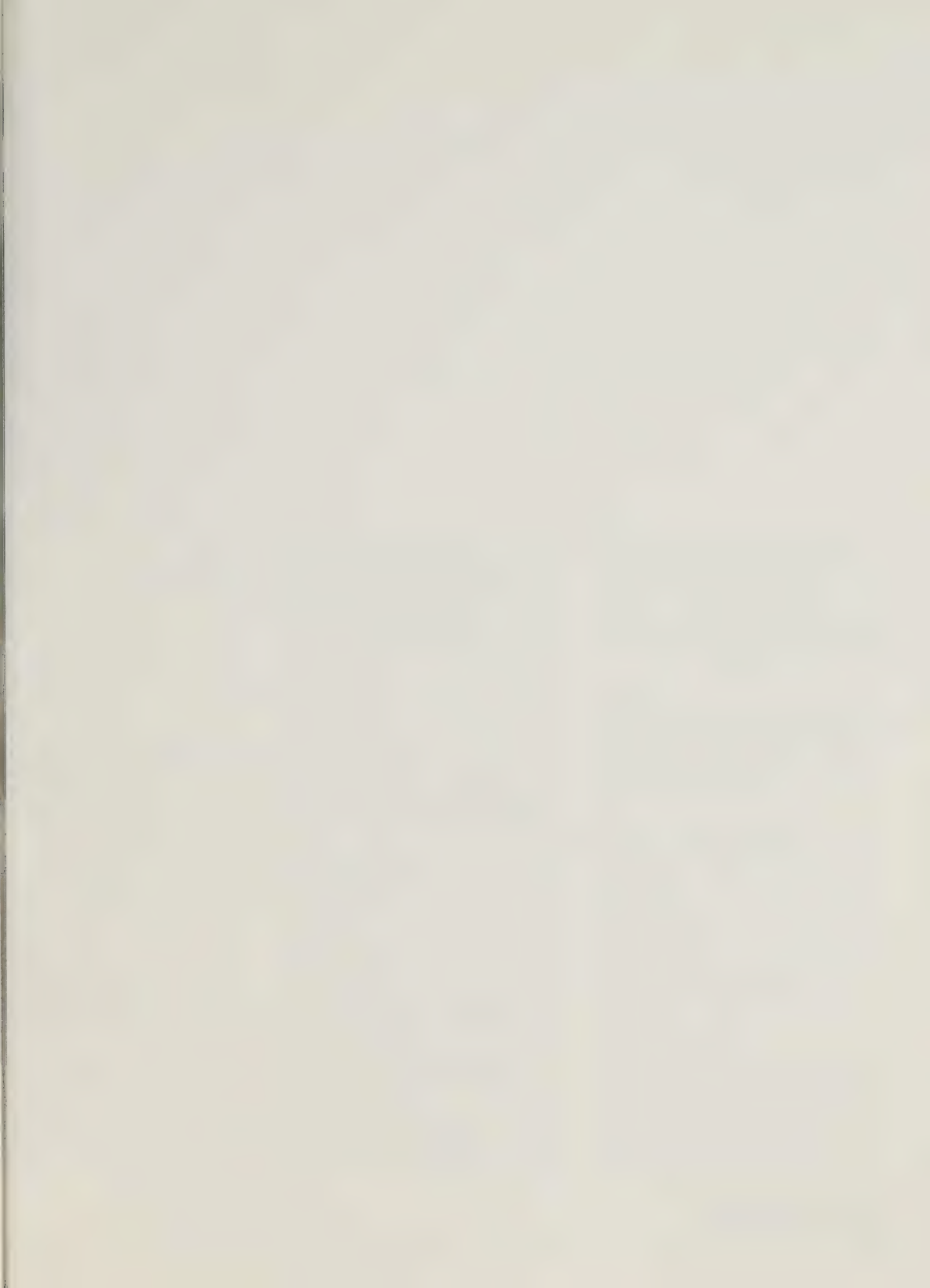
« Les avantages que le corps des fonctionnaires publics et le soutien que les ministères et les membres du Parlement ont retirés de la suppression du favoritisme pour les nominations faites aux divers emplois du Service intérieur depuis le 1^{er} septembre 1908 ont été très généraux et sont très reconnus. » (Rapport annuel, 1911)

Sur le plan légal, les recours des employés n'ont pourtant été établis qu'en 1961. La Loi sur le service civil reconnut alors clairement un droit d'appel en cas de congédiement, la mutation, la rétrogradation, la suspension et le renvoi (dans le cas d'un renvoi pour activité politique, seul le droit d'être entendu était accordé).

Le souci d'équité et d'uniformité dans l'application du mérite de 1918 a conduit à une prolifération paralysante de règles et de méthodes, ce que la Commission royale d'enquête sur l'organisation du gouvernement (Glassco) ne manqua pas souligner. Par la suite, l'existence de procédures suscita des attitudes défensives et donna lieu à une rigidité qui, si elle se voulait assez bien le mérite et les droits des employés, nuisait souvent à l'efficacité de la Fonction publique.



L'adaptation du mérite aux réalités nouvelles



que le législateur voudra prendre le temps de peser soigneusement les conséquences à long terme de tout changement avant d'en venir à une décision. Notre propre réflexion nous amène à formuler des propositions relativement à des modifications législatives qui semblent s'imposer pour que la Fonction publique du Canada puisse répondre aux impératifs de demain.

Le deuxième chapitre est consacré, en partie, aux initiatives que la Commission a entreprises, dès 1967, afin de promouvoir la participation des groupes sous-représentés. Il présente aussi celles qu'elle a introduites en 1983 dans le cadre du programme gouvernemental d'action positive, entre autres, la mise sur pied du Bureau de présentation et d'orientation professionnelle des femmes, le Programme national de perfectionnement des autochtones et le Programme d'accès pour les personnes handicapées.

Quant aux autres activités de la Commission, elles sont présentées sous trois volets : l'application du mérite (principalement la dotation), la protection du mérite (vérification et recours) et la formation des fonctionnaires. Un dernier chapitre traite de la gestion interne.

Nous voulons aussi rendre hommage au dévouement et à l'appui des employés de la Commission et exprimer notre gratitude aux députés, aux fonctionnaires du Secrétariat du Conseil du Trésor du Canada, aux cadres ministériels et aux représentants des unités de négociation de la Fonction publique pour leur aide et leur collaboration.

Ce rapport constitue le 75^e que la Commission de la Fonction publique (connue de 1908 à 1967 sous l'appellation Commission du service civil) est heureuse de présenter au Parlement. En effet, c'est en 1908 que le Parlement décida d'entreprendre une réforme fondamentale des pratiques d'embauche et de promotion au sein de l'Administration fédérale. On a voulu instaurer une fonction publique composée d'employés nommés en raison de leur compétence professionnelle et de leurs qualités personnelles et non plus en fonction de leur allégeance politique ou de services rendus à un candidat. Cette réforme qui s'est précisée au fil des années dans des textes de loi successifs a donné au Canada une fonction publique dont l'impartialité politique et la compétence professionnelle font l'envie de bien d'autres pays.

Dans un premier chapitre intitulé « L'adaptation du mérite aux réalités nouvelles », notre *Rapport annuel 1983* fait l'examen général des valeurs, des principes et des règles sur lesquels se sont fondées les principales réalisations de la Commission au cours des 75 dernières années. Tout au long de cette période qui a été profondément marquée par des bouleversements sociaux et économiques, le souci du législateur d'assurer à la population canadienne les services d'une fonction publique professionnelle et politiquement impartiale est demeuré constant. Même si des pressions très fortes se font sentir pour changer les systèmes et les règles de conduite qui ont préservé ces caractéristiques fondamentales de la Fonction publique, nous croyons

En résumé

En baisse

- Effectif total : 222,044 comparativement à 222,582 en 1982
- Nominations : 86,588 contre 100,041 en 1982. De ce nombre, 10,066 sont des nominations de personnes provenant de l'extérieur de la Fonction publique comparativement à 15,538 en 1982
- Promotions : 19,949 contre 26,360 en 1982
- Démissions : 6,608 comparativement à 8,387 en 1982 et à 14,859 en 1981
- Appels : 2,400 contre 2,885 en 1982
- Formation linguistique : 12,207 participants dont 3,229 aux cours continus comparativement à 13,258 dont 3,098 aux cours continus en 1982

En hausse

- Représentation des femmes : 40,6 % de l'effectif total comparativement à 40,4 % en 1982
- Représentation des francophones : 27,4 % contre 26,8 % en 1982
- Employés déclarés excédentaires : 1,566 ou 75 % de plus qu'en 1982
- Mises en disponibilité : 1,123 comparativement à 535 en 1982
- Formation professionnelle : 10,968 participants à 575 cours comparativement à 10,251 participants à 498 cours en 1982

Initiatives nouvelles

- Répertoire national de candidats
- Programme d'accès pour les personnes handicapées
- Bureau de présentation et d'orientation professionnelle des femmes
- Programme national de perfectionnement des autochtones

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Direction générale des services et systèmes de gestion

Elle est chargée de concevoir, de promouvoir, d'appliquer et de coordonner les systèmes de gestion au service de la direction de la Commission, de veiller à la compatibilité des politiques et systèmes internes de celle-ci avec les directives centrales, de diriger et de coordonner l'acquisition et la gestion des ressources et de fournir aux autres directions générales des services auxiliaires communs. Elle réunit les directions suivantes : gestion, systèmes et analyse de gestion, affaires publiques, personnel, vérification interne, et services régionaux.

Direction générale du perfectionnement

Elle offre des programmes de formation et de perfectionnement aux ministères et organismes, en vue d'accroître la compétence professionnelle des employés et de concourir à la mise en œuvre de la politique de formation formulée par le Conseil du Trésor du Canada et des plans de formation de tous les ministères et organismes.

Direction générale du programme de la formation linguistique

En réponse aux besoins ministériels, elle assure la formation linguistique liée aux exigences des postes. À la demande des ministères et organismes, elle élabore et dispense des cours spécialisés dans les deux langues officielles, tant dans la Région de la capitale nationale que dans les autres régions. De plus, elle offre le Programme supérieur de formation linguistique. Enfin, elle dispense aide et conseils dans divers domaines liés à la formation linguistique : analyse des besoins, élaboration de cours et de programmes destinés à répondre à des besoins précis, évaluation de programmes, testing et orientation des fonctionnaires.

Direction générale de la vérification

Elle vérifie périodiquement les activités de direction déléguées et non déléguées des ministères et organismes assujettis à la Loi; es vérifications englobent aussi l'examen d'autres fonctions de gestion du personnel confié à la Commission par le Conseil du Trésor du Canada dans le cadre des ententes conclues entre les deux organismes pour respecter leurs rôles et responsabilités.

Direction générale des appels et enquêtes

Le établit des comités d'appel indépendants pour les cas de violation présumée de la Loi et du *Règlement* en matière de nomination, de promotion, de rétrogradation et de renvoi. Les décisions des comités lient les parties en cause ainsi que la Commission. Seule la Cour d'appel fédérale peut les reconsidérer. Les enquêtes dans les cas de discrimination présumée dont se plaignent les employés qui estiment avoir été victimes de harcèlement ou de mesures administratives injustes. Elle se penche en outre sur les plaintes présumées douteuses qui lui sont

La Commission d'un coup d'œil

Commissaires

Les trois commissaires, dont le président, sont investis des pouvoirs que la Loi sur l'emploi dans la Fonction publique confère à la Commission de la Fonction publique. Désignée par le gouverneur en conseil pour une période de 10 ans, ils ont tous trois statut de sous-chef de ministère. Le président est le fonctionnaire administratif en chef de l'établissement les politiques conformément à la Loi et les décisions se prennent à la majorité.

Secrétariat exécutif

Il assure, au nom des commissaires, la planification et la coordination des stratégies générales, des politiques et des activités courantes de la Commission. Il répond aux demandes de renseignements des parlementaires, veille à la préparation du rapport annuel de la Commission et remplit diverses fonctions prévues par la Loi.

Direction générale des programmes de la catégorie de la gestion

Elle établit les directives et systèmes relatifs au recrutement et à la sélection des membres de la catégorie, conformément à la Loi et à la politique de la Commission. Elle assure la planification des carrières et de la relève et la prestation des activités de direction pour les postes de cadres de direction et de gestion. Elle fournit également des services d'orientation aux membres de la catégorie et à ceux qui aspirent à le devenir. Enfin, elle est responsable des affectations internationales et des programmes Échanges Canada et Cours et affectations de perfectionnement.

Direction générale des programmes de dotation

Conformément aux dispositions de la Loi, ainsi qu'aux politiques et directives de la Commission, elle établit les principes et les méthodes de dotation, les normes et les tests de sélection, et les procédures administratives touchant la dotation de la Commission et des ministères et organismes. Elle est responsable du recrutement et de la Fonction publique, ainsi que de la dotation des postes qui n'ont pas fait l'objet d'une délégation de pouvoir. Elle surveille les activités de dotation ministérielles pour s'assurer qu'elles sont conformes aux dispositions de la Loi et du Règlement sur l'emploi dans la Fonction publique. Elle coordonne les aspects du programme des langues officielles qui sont du ressort de la Commission, détermine les normes linguistiques concernant les postes bilingues et évalue la compétence linguistique des postulants et de titulaires. Elle dirige notamment le Bureau de présentation et d'orientation professionnelle des femmes, le Programme national de perfectionnement des autochtones et le Programme d'accès pour les personnes handicapées. Elle s'occupe enfin de certaines activités liées à la planification des ressources humaines.

L'honorable Serge Joyal
Secrétaire d'Etat du Canada
Chambre des communes
Ottawa


Monsieur le Ministre,

Nous vous prions de bien vouloir déposer à la Chambre des communes le rapport de 1983 de la Commission de la Fonction publique du Canada.

Nous soumettons notre rapport au Parlement en conformité des dispositions de l'article 45 de la Loi sur l'emploi dans la Fonction publique du chapitre 71 des Statuts du Canada de 1966/1967.


Veuillez agréer, Monsieur le Ministre, l'assurance de notre très haute considération.

Le Président,



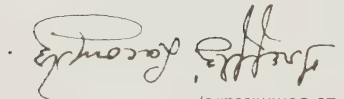
Edgar Gallant

Le Commissaire,



Jennifer R. McQueen

Le Commissaire,



Trellie Lacombe

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ANNUAL REPORT 1984



Public Service Commission
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ANNUAL REPORT 1984

The Honourable Walter McLean, P.C.
Secretary of State of Canada
House of Commons
Ottawa

Dear Minister,

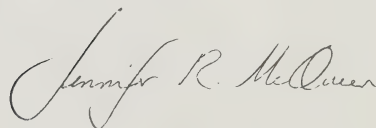
We have the honour of asking you to transmit for tabling in the House of Commons the report of the Public Service Commission of Canada for 1984.

It is submitted to Parliament in conformity with the provisions of section 45 of the *Public Service Employment Act* (Chapter 71, *Statutes of Canada* 1966/67.)

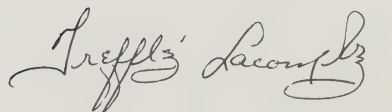
Yours sincerely,



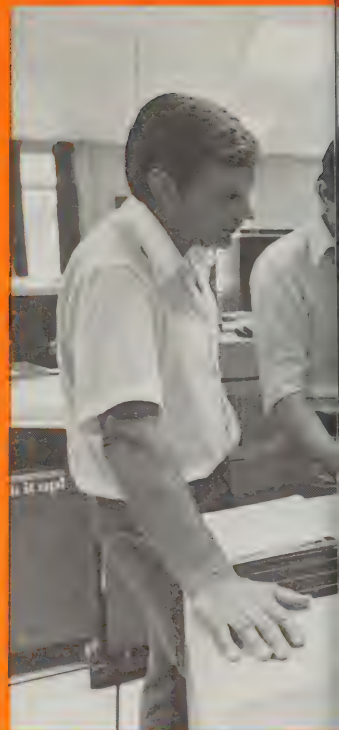
Edgar Gallant
Chairman



Jennifer R. McQueen
Commissioner



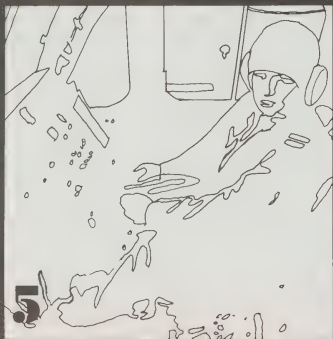
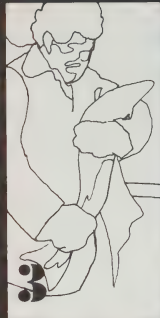
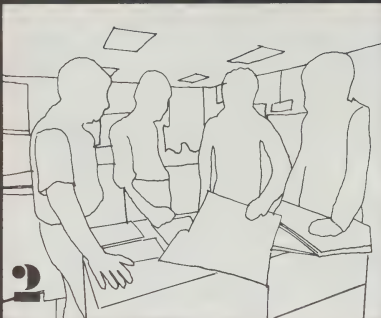
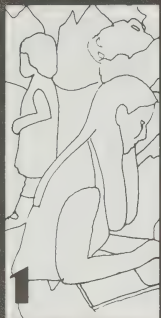
Trefflé Lacombe
Commissioner



Public Service Commission of Canada

ANNUAL REPORT 1984





1
Immigration officer interviewing new immigrants, Department of Employment and Immigration

2
Data processing project, Canadian International Development Agency

3
Biologist, Department of Fisheries and Oceans

4
Cartographer, Department of Fisheries and Oceans

5
Hovercraft pilot, Canadian Coast Guard, Department of Transport

6
Veterinary project, Jamaica, Canadian International Development Agency

7
Electrician and apprentice, Department of National Defence

8
Public health nurse, Department of National Health and Welfare

9
Draughtsman, Department of National Health and Welfare

A summary of this report is available in braille and on audio cassette.

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Population

Increase of 0.9 per cent in the number of public servants: from 222,044 in 1983 to 224,026 in 1984

Increase in the number of francophones in the Public Service: from 60,417 in 1983 to 61,614 in 1984. Representation of francophones rose from 27.4 per cent in 1983 to 27.7 per cent in 1984

Decrease in the number of public servants based in the National Capital Region: from 72,150 in 1983 to 72,089 in 1984. Proportion of public servants based in the National Capital Region decreased from 32.5 per cent in 1983 to 32.2 per cent in 1984

Appointments and separations

Decrease of 3.0 per cent in the number of appointments *to* and *within* the Public Service: from 86,588 in 1983 to 84,002 in 1984

Increase of 9.6 per cent in the number of appointments of candidates from outside the Public Service: from 10,066 in 1983 to 11,028 in 1984

Increase of 8.0 per cent in the number of appointments to bilingual imperative positions: from 10,470 in 1983 to 11,304 in 1984

Decrease of 3.8 per cent in the number of separations (including lay-offs): from 19,177 in 1983 to 18,452 in 1984

Underrepresented groups

Increase in the number of women in the Public Service: from 90,186 in 1983 to 92,093 in 1984. Representation of women increased from 40.6 per cent in 1983 to 41.1 per cent in 1984

Identification of women, both inside and outside the Public Service, with the qualifications and potential to reach the Management Category, so that they will be considered for training and promotion

Increase of 7.0 per cent in the representation of women among university graduates recruited through the Post-Secondary Recruitment Program: from 42.1 per cent in 1983 to 49.1 per cent in 1984

Opening of a Northern Careers Program office in Frobisher Bay, to better serve the indigenous people of the Eastern Arctic

Implementation of a career opportunities program for the indigenous people of Manitoba

Implementation of a program for the recruitment and referral of psychiatrically handicapped people in the National Capital Region

Exhibitions of work-related technical aids mounted in a number of cities across Canada.

Management Category

Increase of 10.7 per cent in the number of Management Category employees, from 3,867 in 1983 to 4,281 in 1984. A part of this increase (4.1 per cent) resulted from the integration of equivalent-level positions with those of the category

Implementation of the Western Career Assignment Program: a pilot project

Language training

Decrease of 16.7 per cent in the number of participants in full-time, continuous language training courses: from 3,229 in 1983 to 2,690 in 1984

Increase of 11.1 per cent in the number of participants in other language training courses: from 8,978 in 1983 to 9,977 in 1984

Training and development

Increase of 17.2 per cent in the number of participants in professional development courses: from 10,968 in 1983 to 12,851 in 1984

Development of a number of courses in office technology

Purchase of technical aids to help make training more accessible to handicapped people

Appeals

Increase of 2.6 per cent in the number of appeals: from 2,400 in 1983 to 2,463 in 1984

Increase of 48.1 per cent in the number of appeals allowed: from 295 in 1983 to 437 in 1984

The Commissioners

The jurisdictional powers of the Public Service Commission rest with the three commissioners, one of whom is the chairman and chief executive officer. Appointed by the Governor in Council for a ten-year term, the commissioners have the status of deputy head. Together, they set overall policy in accordance with the *Public Service Employment Act*, and a majority of commissioners constitutes a quorum.

Executive Secretariat

The Executive Secretariat plans and coordinates the Commission's strategies, policies, and ongoing activities. It answers requests for information from members of Parliament, prepares the Commission's annual report, and performs certain functions outlined in the Act.

Management Category Programs Branch

This branch is responsible for the recruitment and selection of members of the Management Category in accordance with the directives and policies of the Commission. It carries out career and succession planning and staffing activities for senior management and executive positions. It also counsels members of and aspirants to the category. The branch is responsible for the Career Assignment Program, Interchange Canada, and for international assignments.

Staffing Programs Branch

This branch establishes staffing policies and procedures, selection standards and tests, and administrative procedures for staffing in accordance with the policies and directives of the Commission, and the *Public Service Employment Act* and *Regulations*. It recruits and refers candidates from outside the Public Service, performs those staffing activities of the Commission not delegated to departments, oversees departmental staffing activities and performs human resource planning activities. It sets language standards and tests the language skills of candidates for and incumbents of bilingual positions. Its many responsibilities include the Women's Career Counselling and Referral Bureau, the National Indigenous Development Program, and the Program of Services to Handicapped People.

Audit Branch

The Audit Branch conducts cyclical audits to ensure that the staffing activities carried out under authority delegated to deputy heads by the Commission, and non-delegated staffing activities, are conducted in accordance with the *Public Service Employment Act*. It also conducts special studies and project audits on specific aspects of the staffing system. In addition, examination of other personnel management functions on behalf of the Treasury Board is integrated into the cyclical audits and carried out pursuant to the agreements between the two central agencies on their respective roles and responsibilities.

Staff Development Branch

This branch provides departments and agencies with developmental and training programs and related consulting and information services to improve the occupational performance of employees and to assist in implementing the Treasury Board training policy. It also assists departments and agencies to implement their training plans. This branch operates on a revolving fund financing basis.

Corporate Systems and Services Branch

This branch designs, promotes, implements and coordinates management systems in the Commission. It ensures that internal Commission policies and systems are consistent with central agency requirements; directs the acquisition and management of the Commission's resources; and provides services to other branches through the following directorates: Administration, Information and Management Systems, Corporate Systems and Analysis, Finance, Public Affairs, Personnel, Internal Audit, and Regional Services.

Appeals and Investigations Branch

This branch establishes independent boards to hear appeals brought by public servants against alleged breaches of the Act and Regulations, in such matters as appointment, promotion, demotion, and release. Decisions of appeal boards are final and binding on the parties in an appeal and on the Commission, and can be set aside only by the Federal Court of Appeal. The branch investigates complaints of discrimination from employees and applicants for employment in the federal Public Service. It serves as ombudsman in handling complaints from employees alleging harassment or unfair treatment on the job, and investigates complaints of questionable staffing practices brought to its attention by any source.

Language Training Program Branch

This branch responds to the needs of departments and agencies by providing language training to meet job requirements. It develops and conducts specialized courses in the two official languages in all regions of the country. It also delivers the Commission's Advanced Language Training Program. It advises departments and agencies and provides assistance on language training matters: analysis of needs, development of courses and programs to meet specific needs, program evaluation, testing, and guidance to public servants.

Nineteen eighty-four can be characterized as a year of adaptation to changing political and economic circumstances that have had a profound effect on the Public Service as a whole and on the individuals working within it. Since our last report to Parliament, there have been three prime ministers and two changes of government, demanding new levels of responsiveness and flexibility from those whose duty it is to serve the government in power. We believe that the Public Service has responded extremely well, but alterations to the composition of our political institutions, government priorities and practices, and management style, inevitably give rise to feelings of uneasiness or confusion on the part of some public servants, and to hope and enthusiasm on the part of others.

The major changes made in 1984 to the machinery of government and to the administrative environment have also had important implications for public servants. The winding-up of the ministries of State for Social Development and Economic Development, the closing of the Canadian Unity Information Office and the temporary freeze on departmental staffing had a significant impact on many individuals, particularly the employees of these three organizations, but also those whose career aspirations were affected by the reassignment of those employees. Expectations of further "down-sizing" of the Public Service are also causing considerable anxiety among employees.

It is against such a background that the 1984 Report to Parliament on our stewardship of the Public Service Commission should be read. As we said in our report of 1983, we believe that legislative change is urgently required to bring the administrative reform of the Public Service staffing and human resource management functions to a successful conclusion. In the meantime, as outlined in the first chapter, we are actively pursuing further reforms under existing laws to improve the efficiency and equity of staffing by greater reli-

ance on the quality of accountable management. The second chapter entitled "Political Activities of Public Servants" reports on our administration of section 32 of the *Public Service Employment Act* during one of the most active years in this regard. The other chapters provide an account of the Commission's operations in all areas of our statutory and delegated responsibilities—these are Management Category and staffing programs, staffing and personnel audit, appeals and investigations, language training, professional training and development and internal management.

For the achievements described in this report we owe a debt of gratitude to the employees of the Commission for their dedication and professionalism. We are also grateful to the deputy ministers, the Treasury Board Secretariat, departmental managers, personnel administrators and the Public Service bargaining agents for their cooperation during the year. Finally, we wish to express our appreciation to members of Parliament for their support and their help in drawing our attention to a range of issues of interest to the Public Service.

As we review the events of 1984, we cannot help but worry about a number of potential problems facing the Public Service of Canada. By calling some of our concerns to the attention of parliamentarians and other readers, we hope to help ensure that appropriate actions will prevent unwanted and unwarranted consequences.

Political rights of public servants — In last year's annual report, we asked Parliament to weigh carefully the long-term consequences of any change to the restrictions on some forms of political activity placed upon public servants by the present Act. Events during 1984 have deepened our concern in this area.

Accusations of partisan political behaviour within the Public Service have been made during the past year, usually in too generalized a form to be dealt with responsibly. At the same

time, some public servants have voiced resentment at the restrictions placed upon their political activity by the *Public Service Employment Act*. Our review of developments in some provinces and in other countries has convinced us that full participation in partisan politics by public servants does undermine the impartiality of the Public Service and, in turn, impedes career development and stability of employment. We urge an open and careful discussion of this subject by parliamentarians, public servants and the public.

Responsibility — Public servants make an important contribution to the development of government policy, but the final decisions rest with ministers who bear the ultimate responsibility. There will be far-reaching implications for the future quality of the Public Service if those who are seen to be examples of dedication in providing loyal, professional advice and service to their ministers are subjected to punitive measures because of their association with policies or programs regarded as unacceptable to a new government.

The image of the Public Service — The phenomenon referred to as "bureaucrat bashing" escalated during the heat of the election campaign. While such attacks usually fail to distinguish between what is the result of a political decision and what is due to administrative practices, the result is destructive to the morale of public servants who have no way of defending themselves. One-sided media coverage, reports of auditors and other investigators whose duty it is to note the weaknesses and the imperfections, declara-

tions by interest groups who require publicity for their own causes—all contribute to producing a rather negative image of the Public Service. When this climate is sustained talented people are increasingly dissuaded from joining, while those within are inclined to become discouraged and the reality moves toward the image. We are concerned that the sense of pride in service that was the glory of the Public Service not all that long ago is being eroded.

Recruitment — The intake of talented, qualified young Canadians graduating from our post-secondary institutions has been reducing gradually over the past few years. Despite an increase in the number of appointments in 1984, such recruitment remains at very low levels and continues to be concentrated in a few areas of specialization. If the situation remains the same for any length of time, the Public Service will be deprived of its share of Canada's greatest resource and thus may have real difficulty in responding effectively to the challenges of tomorrow.

The concerns we have noted above take second place to the pride we feel in how the Public Service has adapted to the changes it has been called upon to make. Public servants have responded in the best traditions of the Public Service of Canada. More changes are in the offing and we feel confident that they will continue to be met with professionalism and integrity.

Administrative reform and a change in attitude

In its *Annual Report 1983*, the Public Service Commission called for a major review of the three Acts that apply to human resource management, namely: the *Public Service Employment Act*, the *Financial Administration Act* and the *Public Service Staff Relations Act*. The Commission also recommended that the general principles underlying these Acts be stated, that their consistency be assured and that legislative reform be focussed on the responsibilities of managers. In 1984, the Commission decided that the time had come to redefine its basic orientation for the future.

In a series of consultations carried out by the Commission, deputy ministers, on the whole, stressed the need for an agency accountable to Parliament, with the exclusive authority to staff positions in the Public Service, notwithstanding any inconveniences this might cause for human resource management in general.

After examining various possible options, the Commission resolved to continue in the direction of administrative reform in which it was already engaged. The aim of this administrative reform is to ensure an efficient and equitable management of staffing activities, with emphasis on the quality of management decisions and the accountability of managers, rather than on increased regulations. It should be noted that, as a result of measures already implemented, it is now possible to tailor the delegation of staffing authority to the specific needs of each department*. Moreover, the Commission worked closely with the Treasury Board Secretariat to establish the Management Category and to train managers in order that a large number of personnel management responsibilities could then be delegated to them. It replaced several of its regulations with guidelines to give managers greater flexibility and encouraged the disclosure of information in order to make the staffing system more equitable while reducing the number of appeals. It also emphasized training of

employees, particularly managers, in order to produce an atmosphere conducive to resolving problems in the workplace. However, after a detailed study of the work undertaken, the Commission could only conclude that these measures had not yielded all the desired results.

Many regard the Commission as an agency that exists to monitor the system established to ensure the application of the merit principle. They perceive the staffing process as being far too complex and, above all, far too lengthy. Many managers feel that redress mechanisms impede the achievement of their objectives and only produce red tape. Others are convinced that the present system exists not to serve them but to achieve the aims and purposes of the Commission. The Commission, therefore, concluded that a major change in attitude was necessary and could only occur over a long period of time. The Commission strongly wishes to contribute to this change.

The Commission is convinced that much of the flexibility it wishes to bring to the management of staffing requires major legislative changes. It also realizes that these changes probably cannot be made before 1986 or even 1987. It has, therefore, decided to devote its efforts to bringing about further administrative reform.

The basic objective of the Commission is to develop a staffing system for the Public Service that is more effective, more efficient and more economical, while being fairer for employees and more open to all groups in the Canadian society. The Commission

* In this report, except where a distinction is necessary, the term "department" refers to departments and agencies.

wishes to give managers greater latitude to meet operational requirements while observing the merit principle. But a change in attitude will be required on the part of managers which, far from hindering the legislative reform sought by the Commission, will ultimately help to ensure its success.

The operational requirements of departments vary significantly depending on their mandate, size, geographic dispersal and other factors. The Commission's approach must take into account the diversity and specific needs of departments while continuing to promote the concepts of equity and equal opportunity in employment for all Canadians. The Commission will redouble its efforts to demystify and simplify the staffing process. Finally, administrative reform will focus on managers and their responsibilities.

A multidisciplinary team has been working to ensure the success of this undertaking. It is basically oriented toward the quality of appointments and management accountability for staffing. The team will attempt to define the complementary roles of managers and personnel officers. Proposals for administrative reform will be subject to the required consultations with managers, bargaining agents, personnel officers, and between the central agencies.

In the meantime, some departments have already agreed to work with the Commission to make the system simpler and more flexible. This augurs well for the change in attitude so necessary to the success of administrative reform.

The issue of the permissible political activities of public servants reached a new level of prominence in 1984. Kindled in part by the passage of the *Canadian Charter of Rights and Freedoms* in 1982 and the occurrence of three major political events—two federal party leadership conventions in 1983 and 1984, and the 1984 federal election—increasing demands were put on the Public Service Commission by individual public servants, Public Service employee associations and members of Parliament to clarify and, in some cases, justify the limitation placed on the political activities of public servants.

The commissioners' message

In February 1984, through the forum of *Dialogueexpress*, (see page 19), the commissioners issued a special message to federal employees to clarify the political rights and responsibilities of public servants. This message presented guidelines to clarify the commissioners' understanding of the spirit and scope of the *Public Service Employment Act* as it pertains to the political impartiality of public servants. A key element of the message was that the Act places squarely on the shoulders of individuals the obligation to conduct themselves appropriately as regards political activity. The message was not an attempt to provide rules or regulations in this area, but to assist public servants in deciding on a course of action consistent with their positions.

The role of the Public Service Commission under the Act is not to provide rules and regulations in this area. Rather, the Commission is empowered to intervene in cases of alleged political activity of public servants only when the allegation comes from a candidate or former candidate in an election. To date, there has never been a formal allegation under the Act. Our other involvement in this area relates to requests for leave to run for political office, which the Commission may grant if it is of the opinion "that the usefulness to the Public Service of the

employee in the position he then occupies would not be impaired by reason of his having been a candidate for election...".

Dialogueexpress was widely distributed within the Public Service and to members of Parliament, senators and employee associations for information purposes, and received media coverage across the country.

Responses to the commissioners' message indicate that it was successful in attracting the attention of public servants to this important issue. Some members of Parliament indicated that *Dialogueexpress* had been useful in helping them to provide advice to their constituents. There were other interesting reactions: challenges to the Commission at its appearances before the Miscellaneous Estimates Committee on its authority to interpret the intent of Parliament as well as its right to withhold from the committee certain legal opinions in relation to this matter; challenges to the applicability of the Act in an area such as the National Capital Region where public servants make up a large portion of the voting public; allegations by employee associations that the Commission was setting rules and regulations, rather than guidelines, to intimidate public servants; and several applications to the Federal Court of Canada including a request for a declaration that section 32 of the *Public Service Employment Act* and the guidelines issued by the Commission have no force or effect, on the grounds that they are in conflict with the *Canadian Charter of Rights and Freedoms*, and that an injunction be issued against their application. Although an attempt was made to have the court issue an injunction immediately, the court refused on the grounds that it did not have time to review the entire matter before the federal election was to take place. This case is to go before the court in 1985.

There are several other federal court cases pending. The case—*Ontario Public Service Employees Union et al. and Attorney General for Ontario*—is before the Supreme Court of Canada which will likely consider the question of how far governments can restrict partisan political activities of public servants. The question of the right of the employer to place restrictions on a public servant's freedom of expression, including the right to make public statements of a political nature or to comment on public policy, has also been brought to the fore in other instances.

Leave to run for office

Fifteen public servants requested leave of absence without pay to seek nomination to run as candidates in the federal election in 1984. Thirteen requests were granted and two were refused. Of those receiving leave, four were successful in gaining nomination and one was elected to the House of Commons. There were no requests from federal public servants to run in any provincial by-elections held in 1984.

Interest remains high

Public Service employee associations continue to press for an expansion of the political rights of public servants. During the 1984 election campaign, they made a point of canvassing each political party on this topic and passing the results to their memberships. Since the election, they have continued their efforts to have the government expand the political rights of their membership and to press the Commission for relaxation of the rules, in anticipation of changes.

The Commission is concerned with ensuring that its views regarding the provisions of the Act, and on such terms as "work" in the context of section 32 of the Act ("... no employee shall engage in work for, on behalf of or against a candidate for election ... or ... a political party ..."), and "candidate for election" in the context of leave provisions and the ability to bring

an allegation of prohibited activity against a deputy head or an employee, are reflective of the wishes of Parliament, particularly in these changing times.

Requests for removal of the limitations on the rights of public servants to participate fully in the political process are countered by the claims from a variety of quarters that the Public Service has become increasingly politicized and that action is required to reverse the trend instead of to accentuate it.

Obviously the issue will continue to be an active one in 1985. The Public Service Commissioners would be most willing to appear before a parliamentary committee or any other official forum to share their accumulated experience in this area and help in the formulation of an appropriate approach.

The Commission is of the opinion that any examination of this important question of the appropriate levels of political activities of federal public servants must be guided by a set of parameters generally acceptable in the Canadian context. The following are some of the principles involved:

- The government of the day has the right to receive from all public servants objective information and impartial advice based on professional expertise and to expect they will carry out loyally the decisions of the government regardless of their political persuasion.
- The Canadian public has the right to be confident that public servants provide the assistance and the services envisaged by legislation and government policies and programs in a professional and totally impartial manner, treating everyone fairly and equitably.
- Public servants have the right to a guarantee that they will not be subjected to partisan influence in the loyal exercise of their duties and that their career interests and employment security will be protected against punitive measures based on the perception of political partisanship on their part.

Currently, public servants may vote, make financial contributions to a candidate for election or to a party and attend political meetings. They may also stand for nomination and be a candidate for election in a federal, provincial or territorial election, provided they have first been granted leave without pay by the Public Service Commission for this purpose. However, section 32 of the *Public Service Employment Act* stipulates that no deputy head or employee shall engage in work for, on behalf of, or against a candidate for election to the House of Commons, to a provincial legislature or to a territorial council; nor may they engage in work for, on behalf of, or against a political party.

In discussing options or possible changes to the present legislation, the principles stated above are at stake. Every proposal will have to be weighed against each of these principles, taking into account the provisions of the *Canadian Charter of Rights and Freedoms* and the best interests of the Public Service.

DIALOGUEEXPRESS is published to keep **DIALOGUE** readers up-to-date on developments in the personnel management field in the federal Public Service.

DIALOGUEEXPRESS

FEBRUARY 1984



Public Service Commission
of Canada

Commission de la Fonction publique
du Canada

Message from the Commissioners of the Public Service of Canada to federal employees

There seems to be a great deal of confusion and some apprehension concerning the limitations on the political rights of federal public servants as evidenced by the many questions which have been raised in recent years. There is a genuine need for a clarification of both the principles and the rules by which public servants should be guided in this regard. This is why we, the Commissioners of the Public Service of Canada, have decided to provide federal public servants with the following views.

In our parliamentary system, the Public Service plays a fundamental role in helping the government and Parliament to serve the best interests of citizens. Indeed the role of public servants in the development of legislation and policies and in administering the resulting programs is an essential one. Governments need and are entitled to receive objective information and impartial advice based on professional expertise. At the same time, citizens have the right to be confident that their public servants deliver the government's services in a professional and impartial manner. It is mainly for these reasons, we believe, that seventy-five years ago Parliament determined that appointments to and promotions within the Public Service would be based on the evaluation of the professional qualifications and personal qualities of candidates, without any consideration whatsoever of political affiliation or persuasion. It was also in part for the same reasons and to ensure equitable treatment that, in 1967, a large number of employees in the trades category were brought under the protection of the *Public Service Employment Act*.

Section 32 of the *Public Service Employment Act* limits partisan political activities by Public Service employees. Specifically, it forbids deputy heads and employees to "work for, on behalf of or against" a candidate or a political party in the context of federal, provincial or territorial elections. But having in mind the

considerations set forth in the above paragraph, we believe that the impartiality of the Public Service calls for principles of conduct going beyond the electoral context. Our views in this regard can be stated as follows:

Federal Public Service employees should not undertake activities, assume responsibilities or make public statements of a politically partisan nature or of a kind which could give rise to the perception that they may not be able to perform their duties as public servants in a politically impartial manner.

For greater clarity of this general principle, we propose the following guidance:

- employees should not personally campaign for or against political parties or candidates in federal, provincial or territorial elections;
- employees should not become involved in the solicitation, collection, distribution or administration of the finances of political parties or of candidates in federal, provincial or territorial elections;
- employees should not assume any official functions or be elected to any recognized offices, including being a delegate to meetings or leadership conventions, on behalf of a candidate or a political party at the federal, provincial or territorial level;
- employees must not stand for elected office or seek nomination in a federal, provincial or territorial election, unless they have first obtained permission from the Public Service Commission to take leave without pay in order to do so.

This, in our view, does not diminish the rights that public servants currently enjoy, including the right:

- to vote;
- to make financial contributions to political parties;
- to stand for nomination and run in a federal, provincial or territorial election, subject to prior approval by the Public Service Commission;
- to attend meetings of a political party.

However, the right to attend political meetings does not change the obligation for public servants to ensure that their behaviour will not compromise the credibility of the Public Service as an impartial institution. Likewise, while a financial contribution may involve membership in a political party, public servants should refrain from exercising some of the usual rights, privileges and responsibilities which normally flow from such membership but which could jeopardize their impartiality in the eyes of others.

Public servants employed in management positions, in positions providing direct service to the public or where they interpret and apply legislation or regulations must be particularly careful in their behaviour so as not to raise doubts about their impartiality and their professional ethics.

Until Parliament gives further manifestations of its will, the above constitutes our interpretation of the spirit and the scope of the law in regard to the political impartiality of Public Service employees. We hope that these explanations will help you in deciding on a course of action appropriate to your specific situation.

Edgar Gallant
Chairman

Jennifer R. McQueen
Commissioner

Trefflé Lacombe
Commissioner

Canada

Three per cent decrease in appointments

Sixty-seven per cent of appointments made outside the National Capital Region

Implementation of second-language evaluation system

Commission opens office in Frobisher Bay: recruiting indigenous people under the Northern Careers Program

New measure to help indigenous people in Winnipeg

A third program to assist handicapped persons: 105 benefitted

Post-secondary recruitment: more appointments, more women

Increase in the number of francophones: from 60,417 in 1983 to 61,614 in 1984

Priority placements increase by 21 per cent over 1983

The two changes of government during 1984 had immediate effects on the Public Service. These effects will continue to be felt as the new government examines Public Service structures and functions and establishes new priorities and emphases. Given this environment of change, it was appropriate for the Public Service Commission to continue to examine the administration of its staffing system.

During the year, the Commission assisted departments with the analytical and planning phases of the Affirmative Action Program which was introduced throughout the Public Service in June 1983. The Commission notes that Judge Rosalie Abella's *Report of the Commission on Equality in Employment* fully supports the Commission's view that targets, not quotas, are the most effective means to achieve equity in the employment of members of underrepresented groups.

In this chapter, the Commission reports on statutory and administrative priorities, official languages, and affirmative action. It gives highlights of regional activities, appointments, and elaborates on changes to the staffing system.

Priority administration

The *Public Service Employment Act* establishes a statutory priority for appointment of employees returning from leave of absence, of certain ministerial staff, and of individuals who have been laid off. Such priority status entitles these persons, in preference to all other candidates, to be considered for appointment without competition to any position for which the Commission may consider them qualified.

The Commission has also determined a number of administrative priorities that grant a similar right to certain employees, including those whose positions have been declared surplus to requirements, those whose positions have been downgraded, and those who have had to move to another location

because their spouses have changed jobs. Employees with an administrative priority are considered after those with a statutory priority.

The Commission's Priority Administration System ensures that departments, before proceeding to the normal staffing processes, give due consideration to employees with a priority who, in the opinion of the Commission, meet the basic requirements of the position being filled.

In 1984, emphasis was placed on improving the administration of the Priority Administration System.

The Commission joined with the Treasury Board Secretariat to remind departments of the need to redeploy their fair share of employees with priority status. The Commission itself reassigned additional staff to work on priority placements and instituted new administrative and marketing techniques.

As of January 1, 1984, 2,263 persons were listed in the Priority Administration System. During the year, 3,088 persons entered the system (table A), 2,223 went to new jobs; 221 withdrew from the system for such reasons as resignation, retirement, or because they were not interested in or available for other positions; 702 persons were either privatized with their positions, that is, their functions were taken over by private-sector organizations, or retained their Public Service positions; 255 persons had their priority status expire without obtaining further Public Service employment and 1,950 persons remained in the system at year end.

The winding-up, in July, of the Ministry of State for Economic Development and the Ministry of State for Social Development brought 130 employees into the priority system. The Commission established a team to interview and market them throughout the Public Service and, as a result, all 130

employees were redeployed in July and the first week of August. In addition, 68 employees from the Canadian Unity Information Office entered the system on October 10, 1984. By December 31, 1984, 45 had been placed.

During the latter part of the year, 1,781 public servants were added to the list, necessitating the reallocation of Commission resources in regional offices so that these employees could be placed as quickly as possible. Part of this increase stemmed from priority entitlements available to 82 ministerial employees, under section 37 of the Act.

The freeze on staffing and on discretionary spending announced by the Treasury Board on September 24, 1984, reduced the number of positions to be staffed. Nevertheless, the Commission was able to increase the number of priority placements from 1,839 to 2,223, an increase of 21 per cent over 1983, with 68 per cent of those made in the National Capital Region occurring after July.

Language standards and tests

A major part of the Commission's official language activities this year has been to complete, validate and implement its revised language standards and tests, conduct training sessions for departmental language assessors, and introduce a new second language evaluation system throughout the Public Service.

The new tests are designed to measure a candidate's ability to use a second language in work-related situations. There are separate tests for each of the three areas of skill: reading, writing, and oral interaction which measures both listening and speaking abilities. For each area of skill, there are three levels of proficiency, A (minimum), B (intermediate) or C (superior).

Reading and writing skills are assessed through a written multiple-choice examination. The candidate's listening and speaking skills are evaluated through a personal interview with a

trained language assessor. Taking the candidate through a conversation typical of the workplace, the assessor guides the candidate into performing such tasks as asking and answering questions, narrating events, formulating hypotheses, and giving and supporting opinions. Role play simulations of everyday, work-related situations are also used.

A major feature of the new testing system is that individuals are assessed to their maximum level of language performance in all three skills, no matter what level is required by their positions. Since the assessment exercise could include granting exemptions from any future language testing, the Commission anticipates that retesting activities will be reduced significantly. Throughout the development of the new evaluation system, the Commission consulted with and received full cooperation from departments, bargaining agents and the Treasury Board Secretariat.



Employees entitled to priority status

Number of employees who became entitled to priority status, by reason, 1984

Reason	Right to priority		Total
	Exercised	Not exercised	
Leave of absence - returnees/replacements	475	30	505
Ministerial staff	69	13	82
Lay-offs			
—reorganization	289	77	366
—privatization	25	35	60
—decentralization	36	25	61
Surplus ^a			
—reorganization	943	98	1,041
—privatization	26	80	106
—decentralization	289	24	313
Unsuccessful language training	20	1	21
Reinstatement ^b	96	5	101
Relocation of spouse	416	16	432
Total^c	2,616	404	3,088

^a In 1984, 277 employees who were entitled to priority status by reason of their positions having been declared surplus were laid off during the year. In this table, they are included under lay-offs.

^b Refers to surplus or lay-off persons who accepted lower level positions and were given an administrative priority for one year to be considered for positions at their previous group and level.

^c The members of the Management Category who became entitled to priority status during 1984 are not included in the totals.

The system was also designed with delegation to departments in mind. The testing methods and techniques chosen were those that would allow for the administration and scoring of the tests by individual departments, thereby speeding up this aspect of the staffing process. All departments have had an offer of delegation and most have accepted. To assist departments, the Commission has prepared language selection standards with examples of the language tasks the individuals might be expected to perform, and video cassettes illustrating the different levels of language proficiency.

Reaction to the new tests has been positive and the Commission is confident that the new system will allow a better assessment of the ability of individual public servants to communicate in their second official language and also of the bilingual capacity of the Public Service as a government institution.

Staffing bilingual positions

Appointments to bilingual positions declined from 17,912 in 1983 to 17,602 in 1984. Imperative staffing was used for 4,699 appointments for an indeterminate period, while 6,298 appointments resulted from non-imperative staffing actions. Imperative staffing means that candidates must meet the language requirements of the position at the time of their appointment, whereas non-imperative staffing means that they may meet these requirements after their appointment, in certain circumstances. In 1984, imperative staffing was used for 42.7 per cent of indeterminate appointments to bilingual positions, compared with 35.7 per cent in 1983. The Commission welcomes this gradual movement towards the full application of the *Public Service Employment Act* with respect to staffing bilingual positions.

Again, in 1984, the language proficiency of appointees to bilingual positions for an indeterminate period improved; 83.4 per cent met the language requirements of their positions at

the time of appointment, compared with 81.8 per cent in 1983. Only 12.1 per cent of appointees required language training at the time of appointment, compared with 13.4 per cent in 1983. Only 491 appointees to bilingual positions were unilingual persons excluded from the obligation to become bilingual under the *Official Languages Exclusion Approval Order*.

Part of this improvement is undoubtedly the result of ten years work to provide language training for public servants and the increased bilingualism of new employees joining the Public Service.

Participation of both language groups

In 1984, 58,081 anglophones and 25,294 francophones were appointed to and within the Public Service; francophones accounted for 30.3 per cent of all appointments, and 46.5 per cent were appointed to bilingual positions, compared with 10.0 per cent of anglophones. Francophones pursue their careers primarily in Quebec and in the bilingual regions.

Most francophones were hired in Quebec and in the National Capital Region. Proportionally, however, the intake of francophones was felt primarily in Quebec and in New Brunswick.

Moreover, a continuing decline has been noted in the number of francophone employees who have left the Public Service. In fact, the number of francophones increased slightly from 1983. The overall participation rate has now risen from 27.4 to 27.7 per cent. Francophone representation in the officer categories has increased slightly, in particular in the Technical Category, up 0.5 per cent; in the Administrative and Foreign Service Category, also up 0.5 percent; and in the Management Category, up 0.2 per cent. Francophones now account for 19.9 per cent of the Management Category, compared with 19.7 in 1983.

Problems regarding francophone participation in northern and eastern Ontario and New Brunswick were jointly studied by the Commission and the Treasury Board Secretariat in 1982 and a report was published in 1983. Results are already being felt in New Brunswick and, to a lesser degree, in Ontario, despite restrictions on hiring in the Public Service. The status of anglophone participation in Quebec did not improve during the year despite the efforts of the Commission, Employment and Immigration Canada and other departments. The high retirement rate of anglophone employees has offset their increased recruitment.

The Commission continues to be concerned about the issue of equitable participation of both language groups. The current restrictions on hiring do not augur well for an improvement that has scarcely begun for francophones in northern and eastern Ontario and has not yet made itself felt among anglophones in Quebec.

Affirmative action

Equality of access to Public Service employment is an integral part of the merit principle. In 1984, the Commission continued to help departments to meet their affirmative action objectives by operating special measures, conducting recruitment and referral activities and providing technical tools, consulting services and training courses.

Since the introduction of the Affirmative Action Program directed towards women, the disabled, and indigenous people, the Commission undertook a review of its roles, responsibilities and services in this area to ensure that, as far as possible, it was serving the needs of both departmental managers and target group members.

Women

With the establishment of the Women's Programs Centre in 1984, the Commission integrated recruitment, and referral and career counselling of women into its mainstream operations, with the aim of helping women to

develop their career plans and to make maximum use of the opportunities available in Public Service employment.

These objectives have been pursued through information and educational programs; through liaison with departments; and through the review, monitoring and analysis of operational activities, procedures and systems that affect women's opportunities for employment.

In 1984, the Commission developed a series of career advancement seminars and lunch hour information sessions for women at all levels, but especially for those in the Administrative Support Category. More than 900 public servants attended these sessions in the National Capital Region. Additional sessions will be given by the Commission and departments for employees in the other regions.

The Commission sponsored a film series for high school students entitled *Women in Non-Traditional Careers*. It continued to distribute the *Out of the Classroom Into the Workforce* series, as well as a variety of publications, including a quarterly newsletter, selected accessions lists and a booklet on family responsibility leave in the Public Service. An information resource centre is open to the general public.

Career counselling and referral

At the end of 1983, the Commission established the Women's Career Counselling and Referral Bureau to provide career counselling service to women at one and two levels below the Management Category and to women at three levels below who have demonstrated the potential to reach that category. The counselling service is also available to women in senior positions in the private sector who are interested in Public Service careers.

The service also refers women to departments for positions at one and two levels below the Management Category, and encourages departments to give women temporary managerial assignments. In addition, the bureau works closely with the Management Category Programs Branch to ensure that women who are ready are considered for senior management positions.

During the first year, the Commission counselled 1,160 women throughout the country, referred 80 women to the Management Category, referred 396 women ready for developmental positions to departments and arranged 25 managerial assignments.

Indigenous people

Through the Indigenous Participation Program, the Commission promotes equal opportunity and access to Public Service employment for indigenous people through the Office of Native Employment, the Northern Careers Program and the National Indigenous Development Program. In addition, the Commission jointly runs the Canada Careers Opportunities Program with the Department of Regional Industrial Expansion.

Native employment

The primary role of the Commission's Native Employment Program is to advise departments and assist them in their efforts to increase the employment of indigenous people at all levels.

The main activity of the Commission in 1984 was to develop and distribute information packages to increase management's awareness of indigenous people and recruit them into the Public Service. A number of career fairs were held in most regions of the country. The Commission also counsels prospective indigenous employees on recruitment procedures, job readiness and career development.

Northern careers

Through the Northern Careers Program, the Commission recruits northern indigenous people for on-the-job training opportunities in federal departments operating in the North.

In August 1984, services to indigenous people in the Eastern Arctic were expanded with the opening of an office in Frobisher Bay. Since 1974, when it was first offered in Whitehorse and Yellowknife, the program has attracted close to 400 indigenous participants.

At the end of 1984, there were 41 participants in the program. The program's structure was recently changed so that the Commission and the department providing on-the-job training opportunities each pay an equal share of the costs of person-years and the participants' salaries. Departments initially had some difficulties in sharing these costs, which the Commission had previously borne, but interest in the program is rapidly growing and it is expected that resources will be fully used in the next fiscal year. The program now has a potential maximum of 91 participants at any one time.

Indigenous development

In 1983, the Commission officially launched the National Indigenous Development Program. Through this program, the Commission places status and non-status Indians, Métis and Inuit on two-year management development assignments, with the objective of increasing their numbers in managerial and advisory positions in the federal Public Service. During their assignment, participants learn the skills that will enable them to compete successfully for management positions.

By the end of 1984, 1,141 applications had been reviewed, and 42 participants were undergoing training and on developmental assignments in 17 federal departments in 9 centres across Canada.

Career opportunities

In 1984, under the umbrella of the Canada/Manitoba Northern Development Agreement, the Commission and the Department of Regional Industrial Expansion jointly launched the Canada Careers Opportunities Program. This is a pilot project to recruit and train Manitoban status and non-status Indians, Métis and Inuit, from within or outside the Public Service, for such jobs as meteorological technicians, radio operators, electronic technicians, draftspeople, illustrators, laboratory technicians, and primary product inspectors. The project is scheduled to end on March 31, 1988.

The program, with an allocation of 100 person-years, will place indigenous recruits in participating departments and will finance training—both on-the-job and at educational institutions—for up to two years. As trainees, they are term employees of the Department of Regional Industrial Expansion. Upon successful completion of their training, they become indeterminate employees of the department that provided their training.

Handicapped persons

The Commission has two major programs to increase the participation of physically and mentally handicapped persons in the Public Service. The Program of Services to Handicapped People completed its fourth year of activities to recruit, refer and appoint disabled individuals who are ready to join the job market. The program arranged 371 appointments in 1984, compared with 424 in 1983 (table B).

The Access Program for Handicapped People, established in October 1983, provides on-the-job training to physically handicapped persons who, though qualified in other respects, lack relevant work experience; and provides person-years and salary resources to participating departments. During 1984, 147 persons were hired as trainees and 98 persons who had completed their training period were offered continuing employment within departments (table C).

As part of the Access Program, the Commission runs a central loan bank of technical aids for trainees, and counsels departments in the purchase of such aids when a trainee is offered continuing employment at the end of the training period. An exhibition of work-related technical aids was mounted in a number of cities across Canada during the year.

A new program of specialized recruitment and referral assistance was formally instituted in 1984 for psychiatrically disabled persons seeking employment in the National Capital Region. Through this program, the Commission offers individual counselling and assists in placing qualified candidates in the Public Service, who are referred to it by medical practitioners. At year end, a total of 105 persons had been appointed.

Black people

In 1984, the Commission's Black Employment Program continued its efforts to recruit Black people for positions in federal departments in Nova Scotia. The Commission worked with departments, distributed career information packages in Black communities, and participated in career workshops for youths sponsored by the Black Cultural Society and its Black Cultural Centre.

As of December 1984, Black people constituted 6.8 per cent of the Nova Scotia inventory with the heaviest concentrations continuing to occur in the administrative areas.

The 87 Black individuals referred for officer-level positions in 1984 constituted 4.4 per cent of all referrals made in Nova Scotia during the year. This compares favourably with the 44 referred in 1983. Of this number, 28 qualified and 9 were ultimately appointed, compared with 12 and 6, respectively, in 1983. Further, Employment and Immigration Canada data indicate that approximately 200 Black individuals were appointed in administrative support and operational positions throughout the year, compared with 210 in 1983.

Affirmative action support

In 1984, the Commission provided support services to departments as they continued the analytical and planning phases of their affirmative action programs. To help departments establish their affirmative action objectives, the Commission developed availability estimates of target group members in most occupational groups in the Canadian labour market, nationally and regionally, within and outside the Public Service. A computerized forecasting model has served to assist departments in their numerical target-setting exercises. Numerous training and information sessions on the analytical process were held for departmental affirmative action staff and considerable work was done with departments on the provision and analysis of data, as well as on the uses and applications of the various tools and techniques available.

During 1984, the Commission extended the number and type of tests available in braille, large print and audio-tape for visually impaired candidates. These tests cover a wide range of abilities from clerical to second language to financial administration and computer programming and are used in staffing and in selecting employees for developmental opportunities.

Recruitment, referral and monitoring carried out by the Commission are important to departmental success in increasing the participation of underrepresented groups. Therefore, applicants to the National Applicant Inventory System (NAIS) are invited to identify their membership in one or more of the underrepresented groups. Such data allows the Commission to follow up on specific cases and analyse performance in all regions of Canada.

Regional activities

Approximately 67 per cent of all Public Service appointments were made in regions outside the National Capital Region. Similarly, about 68 per cent of public servants work outside that region.



Appointments and Program of Services to Handicapped People

Number of appointments of handicapped people to the Public Service by level, type of employment and geographic location, 1984

Level	Type of employment			Geographic location		
	Term ^a	Indeterminate	Total	NCR	Other	Total
Officers	74	18	92	48	44	92
Support staff	250	29	279	181	98	279
Total	324	47	371	229	142	371

^a Includes appointments for terms of under six months.



Appointments and Access Program for Handicapped People

Number of appointments of handicapped people to training-on-the-job and post-training positions, 1984

Level	Training-on-the-job appointments			Post-training appointments				
	National Capital Region	Other	Total	National Capital Region	Other	Term	Indeterminate	Total
Officers	17	25	42 ^a	17	13	18	12	30
Support staff	23	82	105 ^b	9	59	49	19	68
Total	40	107	147	26	72	67	31	98

^a Of the 42 persons appointed to officer-level training positions during the year, 30 had been appointed by the end of the year (see post-training appointments), 10 were still on training, 1 was laid off due to a lack of departmental resources, and 1 had resigned from the training position.

^b Of the 105 persons appointed to support-level training positions during the year, 68 had been appointed by the end of the year (see post-training appointments), 6 were still on training, 21 were laid off due to a lack of departmental resources or because the trainee was unsuccessful in training, and 10 had resigned from their training positions.

Consequently, a major part of the Commission's operational activities is conducted in other regions. As noted earlier, recruitment, referral, monitoring and support to departments are major regional activities and placement of persons with priority status was of prime importance in 1984. Yet, each regional office of the Commission has developed activities to meet local conditions and requirements. The highlights of regional activities in 1984 follow.

Atlantic

- Career fairs for indigenous students
- Special advertising initiatives for underrepresented groups
- Affirmative action training in departments
- Administration of the Black Employment Program

Quebec

- Quarterly meetings with staffing officers
- Two meetings of the interdepartmental committee of equal opportunities for women
- Exhibition of technical aids for handicapped persons
- Meetings with major anglophone associations in Quebec
- Three information sessions for members of the public

National Capital

- Increase of 41 per cent over 1983 in placement of employees with priority status
- Reduction in time taken to process applications for employment and easier identification of applicants in shortage areas

- More flexible and personalized referral service to departments
- Placement of employees granted priority status because of the staffing freeze and the abolition of the Ministry of State for Economic Development, the Ministry of State for Social Development and the Canadian Unity Information Office
- Increased placement of CO-OP students
- Special recruitment activities for occupational groups in shortage areas

Ontario

- Four career fairs for indigenous students
- Establishment of a counselling unit for employees with priority status

- Establishment of a Services-for-Women Unit
- Training sessions on Federal Court decisions for departmental staffing officers
- Information sessions for administrative staff of members of Parliament to help them deal with constituents' questions on employment

Manitoba and Saskatchewan

- Development of the Canada Careers Opportunities Program
- Development of two video presentations for indigenous people on career choice
- Full integration of affirmative action activities with staffing operations and decentralizing them to local centres

Alberta and Northwest Territories

- Special recruitment and referral service using Native Outreach, a community referral agency, in cooperation with Employment and Immigration Canada
- "Calgary Service," an executive search approach to attracting professionals of high calibre from the Canadian oil and gas industry
- Regional program of interdepartmental assignments for employees at intermediate levels, that is, 1 to 3 levels below senior management

Pacific and Yukon

- Update of the National Applicant Inventory System to improve regional operations
- Pilot project to match surplus employees with positions soon to be vacated as a result of retirements
- Use of the Access Program for Handicapped People
- Career fairs in indigenous communities
- Career counselling sessions for women employed in departmental regional offices

Appointments

The Commission received 171,559 job applications during the year, including post-secondary recruitment and Foreign Service applications but excluding those for the Management Category. Total appointments declined from 86,588 in 1983 to 84,002 in 1984, a decrease of 3.0 per cent. Appointments from outside the Public Service went up from 10,066 in 1983 to 11,028 in 1984, an increase of 9.6 per cent. Appointments for an indeterminate period went down by 4.2 per cent, from 39,006 to 37,387 and appointments for a specified period decreased by 2.1 per cent, from 47,579 in 1983 to 46,595 in 1984.

The number of appointments without competition rose from 34,264 in 1983 to 37,551 in 1984, 44.8 per cent and 51.5 per cent, respectively, of all appointments from within the Public Service. Most appointments without competition were either of employees with priority status or reappointments of term employees to the same positions before expiry of their terms.

Staffing system changes

Review of the *Public Service Employment Regulations*, made in close consultation with departmental representatives and bargaining agents, continued in 1984. The review seeks to simplify and clarify the Regulations, making them easier to understand and apply. Section 44 of the Regulations was amended to permit the Commission to specify another period in which employees might appeal against release or demotion for reasons of incompetence or incapacity, when they are prevented from appealing by circumstances beyond their control.

During the year, as a result of a Federal Court decision, the Commission changed the criteria for obtaining opinions on appointments without competition. This change ensures that the prejudicial effect on the advancement of an individual seeking an opinion is duly

considered on a case-by-case basis. Previously, the Commission had defined sets of circumstances in which prejudicial effect was deemed to have occurred.

The Canadian Aviation Safety Board, the Canadian Import Tribunal, and the Office of the Grain Transportation Agency Administrator were placed under the authority of the Act.

The announcement in June 1984 of the establishment of the Canadian Security Intelligence Service resulted in the amendment of subsection 2(2) of the Act which deems employees of the security service to be employed in the Public Service for purposes of competition only. In addition, for the two-year period ending June 20, 1986, employees of the Canadian Security Intelligence Service, who were previously appointed or employed under the Act, have the right of transfer into the Public Service.

Similar residual transfer rights accorded to Canada Post employees when it became a Crown corporation in 1981 ended in October 1984.

To simplify the hiring process for short-term employment in certain occupational groups, the Commission obtained approval to grant the Department of the Environment an exclusion from the provisions of the Act for appointments of less than six months for the Environment 2000 Program. Such exclusions have also been granted to the departments of Energy, Mines and Resources; National Defence; and Public Works. Persons hired under these Orders are not eligible to compete in closed competitions.

The Department of Public Works' pilot project to establish a staffing program tailored to the department's needs completed its third year. The most significant developments of 1984 were the training of 375 managers to accept delegated staffing authority and the transfer of staffing authority.

Throughout the year, the Commission helped departments to establish effective and efficient human resource systems. Thirteen departments were provided staffing consultation services to improve their management of outside recruitment, resource strategies and staffing delivery services. Major reviews of staffing practices are being conducted in Statistics Canada and in the Department of Transport, and other departments are planning similar reviews.

In 1984, the Commission and the departments of Agriculture; Employment and Immigration; Energy, Mines and Resources; Indian Affairs and Northern Development; National Revenue (Taxation); and Transport worked as partners on a major study of the efficiency and effectiveness with which staffing services are delivered throughout the Public Service. Statistics Canada provided its services and methodology for the study. Collation and initial analysis of data were carried out late in 1984 and the results will be available in 1985.

Integration of the *Staffing Manual* into the *Personnel Management Manual* continued. When this work has been completed, managers will have easier access to information about the staffing system and Commission and Treasury Board policies necessary to timely and effective decisions on personnel matters.

Testing

During the year, the Commission promoted the use of testing as an important tool in the staffing process. It administered some 50,000 tests. *Development and Use of Knowledge Tests*, first in a series of guides for line managers and personnel officers, was produced. Pre-competition testing was introduced to allow departments to save testing time later on in the staffing process.

There was a shift towards the development and use of different assessment tools in selecting individuals for important and critical management positions.

More sophisticated strategies have been applied to identifying and selecting management talent through the use of multiple assessment tools. In many competitive processes, management simulations and exercises are being combined with other tools, such as selection interviews and performance appraisal information, to arrive at a sound and reliable judgement of managerial skills and abilities.

Post-secondary recruitment

In 1984, 14 appointments to foreign service developmental positions were made, using the eligible list of foreign service officers established by the 1982 foreign service officer recruitment competition.

The total number of appointments of university graduates increased by 44.8 per cent in 1984: there were 756 appointments, compared with 522 in 1983. Nevertheless, the intake of recent graduates has been affected by continued budgetary restraint and low attrition rates. There was a substantial increase in appointments to positions of an administrative nature: 322 compared with 195 in 1983. There were also significant increases in appointments of pure and applied science, computer science, economics and law graduates.

Of the 756 graduates appointed, 371 were women, 49.1 per cent of the total number compared with 42.1 per cent in 1983; and 221 were francophones, 29.2 per cent compared with 29.7 per cent in 1983.

The departments of Agriculture, Environment, Insurance, Justice, National Defence, National Health and Welfare, Secretary of State, Transport and Veterans' Affairs were delegated authority to recruit graduates for certain occupational groups. These departments appointed 114 graduates to positions in translation, law, agriculture, veterinary science, actuarial science, meteorology, defence science, nursing and air traffic control.

Community college and CEGEP graduate appointments increased by 72.7 per cent, from 110 in 1983 to 190 in 1984; the increase was seen in all areas. Of the 190 graduates hired, 67 (35.3 per cent) were francophones and 73 (38.4 per cent) were women.

In 1984, Employment and Immigration Canada was delegated authority for recruitment and referral of post-secondary students under the Career-Oriented Summer Employment Program (COSEP). A total of 7,530 students were hired, compared with 6,355 in 1983, an increase of 18.5 per cent. Some 5,002 of the COSEP positions were funded by the Summer Canada program; this was 35.3 per cent more than in 1983. The Summer Student Customs Officer Program accounted for 508 positions, a 12.0 per cent increase over the 447 positions staffed in 1983. There were 1,210 Student Placement Officer positions with Employment and Immigration Canada compared with 1,233 in 1983. The balance of 810 positions were included in departmental budgets. Of the 7,530 COSEP students appointed during the year, 3,703 (49.2 per cent) were women and 2,269 (30.1 per cent) were francophones.

The number of federal assignments for students enrolled in cooperative education programs at post-secondary institutions in Canada dropped significantly from 967 in 1983, to 797 in 1984. This was mainly because of budget restrictions in the major employing departments. However, in the summer of 1984, the Treasury Board took steps to encourage greater flexibility in providing CO-OP assignments and these should increase substantially in 1985. The 797 CO-OP assignees included 279 women (35.0 per cent) and 192 francophones (24.1 per cent).

Administrative trainees

Ninety-six persons were appointed as administrative trainees compared with 93 in 1983. Of these, 49 were recruited from universities and 47 were selected through departmental competitions.

The Management Category: A year of consolidation

Measures taken to increase the representation of women in the category

Brokerage activity increased due to closing of two departments

Fifty-three Canadians on international assignments

The Career Assignment Program in Western Canada: a pilot project

More than three years have passed since the Management Category was established in the Public Service. The philosophy and concepts on which the category is based are now well entrenched in current policy, programs and practices. From that point of view, 1984 has been a year of consolidation.

The Public Service Commission is responsible for appointing public servants to the Management Category, for their promotion (or demotion) and for their movement from one department to another. It is also responsible for selecting and appointing candidates from outside the Public Service. Deputy heads are delegated the authority to make intradepartmental appointments or reassignments of members of the category where there is no change in their occupational group or level. This flexibility allows deputy heads to meet operational and career development needs.

The Commission received advice on developmental and succession planning and recruitment for the higher levels of the Management Category from its Senior Personnel Advisory Committee. This committee, which met several times in 1984, is comprised of the secretary of the Treasury Board, the comptroller general, the senior adviser on personnel management in the Privy Council Office and the commissioners.

There are two occupational groups in the Management Category: Executive (EX), with levels ranging from 1 to 5; and Senior Management (SM). These groups include most positions in the upper levels in a department. The positions carry titles from chief to assistant deputy minister. Medical officers and lawyers are not included. There were at year end 4,281 members in the category—2,258 executives and 2,023 senior managers—compared with 3,867 in 1983. The growth is due in part to the integration of equivalent positions from other categories into the Management Category.

In 1984, 1,234 appointments were made to and within the category including 664 to and within the EX group and 570 to and within the SM group. Of these appointments, 58 were made from outside the Public Service; 324 were made by deputy heads under delegated authority. Sixty-six women were appointed to EX levels and 82 to the SM level.

In addition to exercising its authority to appoint under the *Public Service Employment Act*, the Commission implements programs delegated to it exclusively or shared with the Treasury Board—these include the Interchange Canada and the Career Assignment programs. The Commission consults with the Treasury Board and departments to ensure that there is no duplication of activities.

Resourcing the category

Resourcing is the term used to describe the following activities: planned interdepartmental deployment, staffing, and counselling members of the Management Category.

Planned interdepartmental deployment is the calculated and orderly movement of executives and senior managers with exceptional potential but requiring specific experience or those who may be experiencing employment difficulties. *Brokerage* is the term generally used to describe the process that procures the placement of a manager who, for one reason or another, is required to move from his or her existing position to another.

During the year, following the completion of the performance review and employee appraisal process, departments were asked to provide succession plans, information on vulnerable positions, names of employees with high potential, and information on affirmative action initiatives to increase the representation of women, indigenous people and handicapped persons on their management teams. As appropriate or needed, the Commission and departments review these plans and

map out short-term activities. These plans also form the foundation for reviewing and analysing resources to meet the broader objectives of the Management Category.

One of the Commission's affirmative action initiatives was the gathering of information on women from within and outside the federal Public Service having the potential and wishing to enter management positions. This information was supplied by the Career Assignment Program, the Women's Career Counselling and Referral Bureau, and departments, to ensure that qualified women are considered for promotion and for developmental opportunities.

During the year, brokerage activity was carried out with the closing of the ministries of State for Social Development, and Economic Development. Within a six-week period, the Commission had procured jobs for 42 persons in the EX, and SM and equivalent groups.

The staffing activity considers managers wishing to move on a lateral transfer, those whose appointments would constitute a promotion, and qualified persons from outside the federal Public Service. Advertising and executive search firms are some of the means that may be used to identify potential candidates outside the federal Public Service.

The Commission offers counselling services to members of and aspirants to the category. Counsellors provide assistance in career planning and they offer job referral services and candid feedback to unsuccessful candidates. Informal avenues for redress are also open to members of the category, particularly with respect to interdepartmental redeployment activity.

International assignments

The objectives of the Commission's international programs are, first, in concert with the Department of External Affairs, to improve the representation of Canadians in international organizations and, second, to increase

the number of exchanges between the Canadian public service and foreign governments. These assignments ensure that Canada plays an appropriate role in the work of international organizations; exchanges facilitate the transfer of knowledge and technology. Both contribute to the career development of the individuals who participate.

During 1984, 53 Canadians were placed in 27 international organizations in such positions as assistant secretary general of the Commonwealth Secretariat in London; resident representative of the United Nations Development Program in Aden; director of the operations division, International Atomic Energy Agency in Vienna; radiation hygiene scientist at the World Health Organization in Geneva; and deputy director of information in the North Atlantic Treaty Organization in Brussels.

In addition, 11 Canadian public servants were assigned to other governments and 11 visitors took up assignments in the federal Public Service.

Career assignments

The Career Assignment Program (CAP) is administered by the Commission on behalf of the Treasury Board. The program has been and continues to be one of the most effective means available to departments to identify and develop individuals with senior management potential. The program assesses the potential of candidates to perform at senior management levels and those selected enter an integrated program of education, counselling and planned work assignments. Traditionally, invitations are also extended to organizations outside federal jurisdictions and, since its establishment in 1968, CAP has accommodated 78 individuals from this group of organizations.

This year, there were 39 new participants in the program. During each of the past five years women represented approximately 36 per cent of total participants. Of the 299 women now at senior management and executive levels, 45 are former members of CAP.

In 1984, the Career Assignment Program introduced, on a pilot basis, a decentralized regional operation in western Canada. This operation serves middle managers and others with high potential for becoming senior managers, and responds to the interest expressed by provincial and territorial governments. Operating from its Edmonton office, the western program offers similar services to those given in the National Capital Region. More than 50 nominees from federal, provincial and territorial governments in western Canada were assessed this year and 24 successful candidates were accepted for the first western CAP course to be held in Victoria in March 1985.

The Career Assignment Program also offers developmental courses in Quebec City, the United Kingdom, France and Belgium under a special development program. In 1984, two employees were selected to attend the Canada-United Kingdom Exchange Program in London, England and one employee was selected to attend the *École nationale d'administration* in Paris with three management trainees coming from that institution on short-term work assignments in Canada.

Interchange Canada

The Interchange Canada Program is administered by the Commission on behalf of the Treasury Board. The program negotiates and effects the exchange of senior officers, managers and professionals from the federal Public Service and their counterparts from the Canadian private sector, the academic community, and provincial, territorial and local governments. The objective of the program is to develop and strengthen mutual trust and cooperation. In 1984, there were 310 participants in the program.

During the year, the Commission intensified its promotion of the Interchange Canada Program by developing an extensive network of personal contacts within and outside the Public Service and by more extensive and effective use of the media. In addition, several measures have been instituted to improve the administration of the program and the counselling given to participants through all stages of the assignment.

*New delegation arrangements made with 11 departments**Three agencies delegated staffing authority for the first time**Delegation of language evaluation to 44 departments*

Delegation of Staffing Authority*

Implementation of the framework for delegation continued during 1984. New delegation arrangements were made with 11 departments (table D). Of these, seven had special needs for which provisions were made. Staffing authority was delegated for the first time to three agencies (table E). Before making these arrangements, the Public Service Commission conducted comprehensive audit and review of each department's management of delegated authority.

Delegation of language evaluation*

In 1984, having introduced the Second Language Evaluation System, the Commission proceeded to delegate to 44 departments authority for assessing facility in the second language (table F). These departments may now evaluate language proficiency—at levels A, B and C—in writing, reading and oral interaction, and grant exemptions from tests of ability in the last two skills. Administration of the writing test for exemption is also delegated; however, the Commission will continue to score this test and determine whether exemption in this skill is warranted. The Commission will also have a team of language examiners available to departments.

It was agreed that accredited language examiners of the Office of the Auditor General might use the Second Language Evaluation System under the same terms and conditions applied to departments with delegated authority.

Group exclusions

Section 39 of the Act authorizes the Commission to exclude, from provisions of the Act, any position, individual or class of positions or individuals, in any case where it is neither practicable nor in the best interests of the Public Service to apply the Act or any of its provisions. Any decision of this type, or revocation, must be approved by the Governor in Council. The following exclusions were made in 1984.

Order-in-Council No. 519, effective February 16, 1984

The Commission excluded, from the provisions of the Act, 11 positions in the Office of the Secretary to the Governor General. This order gives the Governor General the discretion to appoint certain staff members without reference to the Act.

Order-in-Council No. 1073, effective March 29, 1984

The Commission excluded, from subsection 12(2) of the Act relating to race discrimination, developmental positions in the Canada Career Opportunities Program to facilitate the appointment of indigenous persons. The order is in force for three years.

* Subsection 6(1) of the *Public Service Employment Act* provides for delegation of authority to deputy heads, subject to terms and conditions established by the Public Service Commission.

Order-in-Council No. 1074, effective March 29, 1984

The Commission excluded, from provisions of the Act, all persons appointed for a specified period of less than six months in the Department of the Environment, within the Environment 2000 Program, from April 1, 1984 to March 31, 1985. This order permits the expeditious recruitment of workers for projects of a limited duration.

Orders-in-Council Nos. 1452, 3038, and 3692, effective May 3, August 31 and November 15, 1984 respectively

The Commission excluded, from paragraph 21(b) of the Act, certain persons who would otherwise have a right of appeal against the appointment without competition to indeterminate positions of certain employees appointed for specified periods and with five years of continuous employment. It further excluded the positions to which these persons were appointed from the application of section 18 of the Act concerning eligible lists and from subsections 29(3), 30(1) and (2), and 37(3) and (4) concerning priorities. This order permits the appointment of long-term specified period employees to indeterminate positions in the same groups and levels as previously held.

Order-in-Council No. 1680, effective May 17, 1984

The Commission excluded, from section 10 of the Act, certain positions in the Air Traffic Control group, Department of Transport; and from section 21 of the Act, certain persons who would otherwise have a right of appeal against the appointment of employees who participate in the Selection by Seniority Program for Air Traffic Control Training or the Air Traffic Controllers Transfer Down Program. This order is in effect from May 17, 1984 to April 30, 1986. It permits, on an experimental basis, the use of seniority as a means of selecting air traffic controllers for training leading to appointment.



Delegation under the framework for delegation

Communications

- to authorize acting appointments, for periods of up to 4 years beyond the initial 12 months, of employees engaged in fixed term projects specifically approved by the Treasury Board
- relief from the general requirement to obtain the Commission's approval before authorizing certain appointments without competition following a reclassification 1984-06-01

Energy, Mines and Resources

- 1984-12-31

External Affairs

- to authorize acting appointments, for periods of up to 3 years beyond the initial 12 months, of employees in the Operational, Administrative Support and Administrative and Foreign Service categories on single rotational posting assignments 1984-08-14

Labour

- to recruit mediation/conciliation and labour affairs officers 1984-01-11

National Library of Canada

- 1984-05-07

National Revenue (Taxation)

- to recruit clerical and data processing staff for the annual Tax Return Program for specified period employment at Taxation Centres, and to modify the application of selection standards 1984-01-10

Public Archives of Canada

- 1984-05-04

Public Works

- continued authority to recruit ships' officers for floating plant operations
- to select and appoint Administrative Trainees from outside the Public Service who are referred by the Commission
- to recruit operational, administrative support and technical category staff at specified locations where needs cannot be met by central agency referral services
- to apply the following departmental policies and contract which include variations from the Commission's staffing policies and guidelines for the Public Service:
 - area of competition policy
 - short-range forecasts of anticipated vacancies and expression of prior interest
 - appointment following reclassification
 - appointment without competition pursuant to subparagraph 5(c)(v) of the *Public Service Employment Regulations*
 - contract between the Commission and the department concerning external recruitment
- to use flexible competition notice periods within specified normal limits
- to have direct computer access to the Commission's Staffing Priority Administration System, to identify persons who have a staffing priority, should they become technically feasible
- to use alternative approaches to selection and testing, to those prescribed selection standards, subject to collaboration with and approval by the

Table D—Continued

Commission's Personnel Psychology Centre, and the observance of the minimum qualification requirements in selection standards
1984-04-01

Secretary of State of Canada
• continued authority to recruit translators
1984-09-01

Supply and Services (Services)
• to recruit and appoint clerical staff, without competition, within specified limits, to ensure timely distribution of government cheques in the event of interruptions in the postal service
1984-06-01

Supply and Services (Supply)
• 1984-06-01

Initial delegation of staffing authority

Canadian Aviation Safety Board
• recruitment services for civil aviation inspectors to be provided by Transport Canada
1984-12-21

National Farm Products Marketing Council
• 1984-01-19

Office of the Commissioner of Official Languages
• 1984-12-31



Delegation of language evaluation authority

Agriculture
Bureau of Pensions Advocates
Canada Labour Relations Board
Canadian International Development Agency
Canadian Pension Commission
Canadian Radio-television and Telecommunications Commission
Canadian Transport Commission
Communications
Consumer and Corporate Affairs
Correctional Service of Canada
Employment and Immigration
Energy, Mines and Resources
Environment
External Affairs
Federal-Provincial Relations Office
Finance
Fisheries and Oceans
Indian Affairs and Northern Development
Justice
Labour
National Defence (civilian)
National Energy Board
National Health and Welfare
National Library of Canada
National Revenue (Customs and Excise)
National Revenue (Taxation)
Office of the Commissioner of Official Languages
Pension Review Board
Privy Council Office
Public Archives of Canada
Public Service Commission
Public Works
Regional Industrial Expansion
Royal Canadian Mounted Police (Public Service employees)
Science and Technology
Secretary of State of Canada
Statistics Canada
Supply and Services (Services)
Supply and Services (Supply)
Transport
Treasury Board, Office of the Comptroller General
Treasury Board Secretariat
Veterans Affairs
War Veterans Allowance Board

Order-in Council No. 2158, effective June 21, 1984

The Commission excluded, from paragraph 21(b) of the Act, certain persons who would otherwise have a right of appeal against the appointment of employees in the Custodial Officer subgroup, Correctional group, who are appointed without competition to a position, in medium or maximum security institutions classified at one level higher or lower than that they previously occupied. This order will expire on October 31, 1986. It facilitates transfer of custodial officers between the two types of institutions according to operational requirements and efficient personnel management in the Correctional system.

Order-in-Council No. 2288, effective June 28, 1984

The Commission excluded, from sections 10 and 11 and subsections 12(1) and 12(2), certain positions in the National Indigenous Development Program; from sections 20, 27, 28 and 31, persons appointed to such positions and from section 21 of the Act relating to appeals, persons who would otherwise have the right of appeal. This order facilitates the appointment of indigenous persons to developmental positions under the National Indigenous Development Program during the period July 1, 1984 to March 31, 1988.

Order-in-Council No. 4095, effective December 20, 1984

The Commission excluded, from subsection 12(2) relating to sex discrimination, 94 positions in the Ships' Crews group and Ships' Officers subgroup—Marine Operations (Training)—for a period of three years. This order permits these positions to be filled by women under a special program to reduce disadvantages experienced by women with respect to employment on certain ships operated by the Department of Fisheries and Oceans.

Personal exclusions

In addition to the previous exclusions, 13 persons (table G) were excluded from the Act when appointed to Public Service positions for a period specified in exclusion approval orders. An exclusion approval is automatically revoked when the person is appointed to another position whether under the Act or not.

Leave of absence for political partisanship

Under section 32 of the *Public Service Employment Act*, a public servant seeking to be a candidate in a federal, provincial or territorial election must apply to the Public Service Commission for a leave of absence without pay. The Commission may grant leave if, after consultation with the deputy head, it is of the opinion that "the usefulness to the Public Service of the employee in the position he then occupies would not be impaired by reason of his having been a candidate for election."

In 1984, the Commission received 1 such requests from prospective candidates in the 1984 federal general election. All but 2 requests were granted.

Of the public servants granted leave two were from the Department of Energy, Mines and Resources and one was from each of the following departments:

Agriculture
Insurance
Employment and Immigration
Energy, Mines and Resources
External Affairs
Indian and Northern Affairs
Justice
National Defence
National Revenue (Customs and Excise)
Public Archives of Canada
Supply and Services
Transport Canada

Revocation of Appointments

Revocation of appointments can occur under the Act:

- under section 6—if the appointment was made under delegated authority and the Commission is of the opinion that the person appointed does not possess the necessary qualifications to perform the duties of the position, or if the appointment contravened the terms and conditions under which the department received its authority. However, if the appointment was from within the Public Service a board of inquiry would be charged with recommending the revocation;
- under section 21—if an appeal against an appointment has been allowed;
- under section 41—if following an investigation a public servant is found to have been involved in a fraudulent practice.

In 1984, 19 appointments were revoked, 2 under section 6, 16 under section 21 and 1 under section 41 of the Act.



Personal exclusions

Order-in-Council

Number	Duration	Name	Title
520 ^a	1984-02-16	Jules Roger Michel	Kitchen helper in the Department of National Defence
580	1984-02-20/ 1985-02-20	Frederick R. Drummie	Associate Deputy Minister of Indian Affairs and Northern Development
1295	1984-05-01/ 1985-05-01	Jean Edmonds	Associate Secretary of the Ministry of State for Economic and Regional Development
1406	1984-04-21/ 1985-04-21	Bernard Drabble	Associate Deputy Minister of Finance
408	1984-04-30/ 1985-04-30	Bruce Rawson	Federal Economic Development Coordinator
159 ^a	1984-06-21	Paul H. Alfery	Commerce officer in the Department of National Revenue
224	1984-07-01/ 1985-07-01	Jaffray Wilkins	Associate Deputy Minister in the Department of Transport
226	1984-08-01/ 1985-08-01	Maureen Law	Associate Deputy Minister in the Department of National Health and Welfare
228	1984-05-02/ 1985-05-02	Patrick Reid	Commissioner General of Expo '86
449	1984-07-04/ 1985-07-04	Arthur Kroeger	Special Advisor to the Secretary to the Cabinet
451	1984-07-04/ 1985-07-04	Gordon Smith	Associate Secretary to the Cabinet and Deputy Clerk of the Privy Council
453	1984-07-04/ 1985-07-04	Jean Edmonds	Special Adviser to the Deputy Minister of the Department of Regional Industrial Expansion
491 ^b	1984-07-04/ 1985-07-04	Jean Edmonds	Associate Deputy Minister of the Department of Regional Industrial Expansion
499 ^c	1984-07-04/ 1985-07-04	Gordon Smith	Associate Secretary to the Cabinet and Deputy Clerk of the Privy Council
414 ^d	1984-07-04/ 1985-07-04	Arthur Kroeger	Special Adviser to the Secretary to the Cabinet
515	1984-08-08/ 1985-08-08	Paul Labbé	Executive Director of the Canadian Industrial Renewal Board
132 ^a	1984-11-01	George W. Kennedy	Senior Education and Training Officer in the Department of Public Works

^aOrder taken as a corrective action to an administrative error and allowing the Commission to appoint the employee without competition and without granting appeal rights

^bTo replace Order-in-Council No. 2453

^cAmendment to Order-in-Council No. 2451

^dAmendment to Order-in-Council No. 2449



COSEP: fairly well managed but marketing must be improved

No abuse found in the use of temporary help agencies

The Delegation Advisory Committee: reviewing the way it works

To ensure that staffing policies and practices in the Public Service achieve their intended results and that delegated staffing authority is properly applied, the Commission audits and reviews departmental staffing operations. Also, on behalf of the Treasury Board, it audits and reviews other areas of personnel management: classification, compensation, staff relations, official languages and affirmative action.

During 1984, the Commission conducted two audits and reviews on staffing only, and five on personnel management. In addition, it conducted eight post-audits, and special audits of the use of temporary help agency staff in the Public Service and of the Career-Oriented Summer Employment Program. The Delegation Advisory Committee held eight meetings.

The results of the 1984 audits confirm that departments were succeeding in making managers more aware of their responsibilities in the management of their human resources. Some departments were particularly successful in providing an appropriate level of personnel services to their managers. Some of the better departmental practices are highlighted below.

- One department has adopted a committee approach to human resource management. In this way, personnel and senior line managers work as a team to integrate the operational and planning aspects of the department's work.
- One department has set up a centre to provide employees with information on staffing, training, official languages and departmental policies. This openness with its staff has enhanced the visibility, credibility and responsiveness of the department's personnel services.
- One department significantly increased the representation of underrepresented groups by incorporating this goal into personnel management planning. This was a result of the strong commitment of all levels of management.

- One department is developing an inventory of partly assessed candidates for its more frequently staffed positions, thus saving time when these positions need to be filled.

The Commission also identified some common weaknesses that require further attention and improvement.

- The approval process for personal service contracts must be strengthened to prevent employer-employee relationships from developing.
- Mechanisms for formulating policy and setting procedure must reflect operational concerns and central agency policy if personnel policies and procedures are to be efficient and effective.
- Initiatives to increase participation of underrepresented groups must be integrated with departmental human resource planning.
- Human resource planning must be fully integrated with operational goals and objectives to enable personnel units to anticipate the staffing needs of managers.

Using temporary help agencies

A special audit examined how departments use temporary help agencies and how many agency staff subsequently obtain employment in the Public Service. Twelve departments in 29 locations were chosen as being representative of the Public Service. The Commission found that departments were, on the whole, using temporary help agencies in accordance with Treasury Board policy. It found that an average of 6.6 per cent of agency staff joined departmental ranks after temporary assignments within the department.

The audit found that the following factors contributed to reasonable and appropriate use of temporary help agencies: a clear and comprehensive statement of departmental policy in which roles and responsibilities are defined; communication of this statement by the deputy head to managers and personnel officers; and direct

involvement of the department's personnel unit in exercising effective control. Where there were weaknesses in communication and control, the Commission advised the deputy head to correct them.

Career-Oriented Summer Employment Program

In December 1983, the Commission delegated to Employment and Immigration Canada the authority for recruitment and referral of post-secondary students to the Career-Oriented Summer Employment Program (COSEP). To assess the manner in which that department was carrying out this responsibility, the Commission audited activities in departments participating in the program, at headquarters and in the regions, and units of Employment and Immigration Canada providing recruitment and referral services.

The Commission concluded that COSEP was fairly well administered but recommended that in order to improve management of the program, Employment and Immigration Canada do the following:

- re-evaluate the number, quality and training of regional staff;
- organize information sessions for departments;
- help departments to increase participation of underrepresented groups in COSEP by more actively promoting the program among their members;
- adopt measures to promote a consistent, efficient and effective referral service.

Delegation Advisory Committee

In 1984, the Delegation Advisory Committee conducted its cyclical review of the delegation of staffing authority in eight departments. To help the Commission make decisions in this regard, the committee used all available material on departmental performance, including information obtained from personnel audits and reviews.

Modifications are being made to the way in which the committee works. Departmental representatives will play a larger part in the drawing up of their instruments of delegation to tailor them to individual needs and objectives, thus encouraging a greater sense of ownership and accountability.

Personnel audit and review

Since the signing of the letters of agreement with the Treasury Board in June 1982, the Commission has conducted ten integrated personnel audits. The Commission takes into consideration the burden placed on deputy heads when a number of audits are being conducted in their department. The examination of the interrelationship of all personnel disciplines with staffing has provided more information about departmental management practices. Audit reports are transmitted to deputy heads to inform them of the state of their department's personnel activities.

The Commission is extending the cyclical audit and review process to include an examination of staffing issues across the Public Service, such as, the quality of staffing decisions. It is also expanding and refining audit methodology and enlarging the scope of integrated personnel audits so as to examine how the training function is managed.

Amalgamation of directorates to form a more efficient investigative unit

Accelerated method of processing complaints tested: wider application anticipated

Appeals: number of appeals increased by 2.6 per cent, while appealable selection processes decreased by 1.7 per cent; number of appeal board decisions rendered increased by 12.0 per cent

In 1984, the Public Service Commission continued to place strong emphasis on redress in the federal Public Service.

To meet an improved standard of service in dealing with complaints and appeals, the Commission amalgamated its Anti-Discrimination and Investigations directorates to form a more efficient administrative and investigative unit. It also processed a limited selection of complaints using an accelerated method that brought together the complainant, the respondent department and the union to try and resolve complaints without resorting to a lengthy, formal investigation. The result of these test cases has been encouraging and the Commission anticipates a wider application of the process.

In appeals, the Commission encouraged full disclosure, a procedure that calls for a department to give to the appellant and the union complete information about the selection process, prior to any formal hearing. This approach reduces the possibility of conflict and the time it takes to hear an appeal and reach a decision by approximately 20 per cent. In some instances full disclosure meetings have eliminated the need for an appeal hearing. The impact of this approach is to be assessed in 1985. The Commission will also focus on education and prevention as ongoing activities to place the initial responsibility for redress in the hands of departments.

Appeals

The number of appeals increased from 2,400 in 1983 to 2,463 in 1984, while the number of appealable selection processes decreased from 15,275 in 1983 to 15,012 in 1984. The number of appealable selection processes actually appealed in 1984 was 1,484 or 9.9 per cent. Although the number of appealable selection processes decreased by 1.7 per cent, the number of appeals increased by 2.6 per cent.

This would seem to indicate that, because of the decrease in promotion

opportunities, employees are more ready to contest the selections that are made or proposed.

Of the 2,463 appeals in 1984, 2,379 were against selection processes under section 21 of the *Public Service Employment Act*, and 84 were against recommendations to demote or release employees under section 31 of the Act.

The number of appeal board decisions rendered this year increased by 12.0 per cent: 1,154 in 1984 compared with 1,030 in 1983. Of the 1,154 decisions, 832 or 72.1 per cent were rendered within ten working days of the appeal hearing. It should be noted that appeal board decisions may concern more than one appeal or more than one selection process.

The following are examples of decisions rendered by appeal boards or appellate courts in 1984.

Huckins (83-21-CAE-51)

This case shows how an impropriety on the part of a selection board may affect not only the appellant but other candidates in a number of other competitions held at the same time.

One out of five candidates was successful on a knowledge examination for a customs inspector's position. The appeal board established that all candidates had originally been awarded one mark for every good answer given and that all candidates had, in fact, successfully passed the examination. However, the appeal board further found that, some time later, the answers were assigned different point values by the selection board, although it was clear that they did not deserve different point values. The appeal board concluded that the subsequent change in the assignment of points was so improper that it impugned the validity of not only the competition under appeal but also that of 21 other closed competitions conducted at the same time. The appeal was allowed.

Case (84-31-AGR-2R)

This is the first time that an appeal board overruled two different objections made by the opposing parties bearing on its jurisdiction to hear a release case.

The first objection was raised by the department's representative who contended that the appellant had lodged her appeal after the 14-day period had expired. The second objection was raised by the appellant's representative who claimed that a grievance had been filed against the action taken by the department which was strictly disciplinary in nature and that the matter should be dealt with only by an adjudicator.

The appeal board overruled the department's objection. The department had given an ineffectual notice to the appellant having sent it by registered mail. However, the department had remedied the situation by delivering the notice of the recommendation for release personally to the appellant, who subsequently appealed within the prescribed 14-day period.

The appeal board also overruled the appellant's objection for the reason that there was no evidence that the matter had already gone before an adjudicator, which, by reason of comity (courtesy between tribunals), might have induced the appeal board to wait for the adjudicator's decision. The board held that even if there had been evidence to that effect, comity did not override the principle that the appeal board had to decide the matter of its own jurisdiction.

This case is also interesting because it upholds the principle that a person may be incapable of performing the duties of a position due to health reasons even if the appellant's specific illness cannot be identified. It also shows the onus that must be placed on a deputy head to establish a *prima facie* case before an appeal board, if a recommendation for release is to stand.

The recommendation was upheld by the appeal board.

Ryder and Viguers (84-21-EIC-33)

The appeal board was called upon by the appellants to determine its own competence to examine the way in which the department had exercised its managerial powers. The appeal board found that while the *Ricketts* decision of the Federal Court of Appeal seems to place no restrictions on the power of management to establish the requirements of a position, in fact the same court in the *Bambrough* decision had formerly expressed the view that these requirements must, nevertheless, be reasonable.

Her Majesty the Queen vs. Noreau et al. (A-1347-83)

This case makes the point that, where an appointment is made without competition, no person possesses a right to appeal unless the Commission first gives an opinion to the effect that the person's opportunity for advancement has been prejudicially affected by the specific appointment in question.

In this case, the appellants contested the appointment of an employee to a position without competition on the grounds that their opportunities for advancement had been prejudicially affected by the appointment. The appeal board, relying on two Public Service Commission bulletins, ruled in favour of the appellants. However, in an appeal brought before the Federal Court, the decision of the appeal board was overturned.

Guy and the Public Service**Commission Appeal Board (Court File A-789-83)**

The Federal Court of Appeal confirmed the appeal board's decision which rejected the challenge by an appellant on the validity of a provision of the *Official Languages Exclusion Approval Order*. The appeal board had found that the exclusion order was passed under section 39 of the *Public Service Employment Act* and this was clearly within the powers of the Public Service Commission.

Demaere vs. the Queen [1983] 2 F.C. 755

The Federal Court of Appeal dismissed an appeal against the decision of an appeal board that held that the area of competition which had been determined pursuant to section 13 of the *Public Service Employment Act* was not inconsistent with section 6 of the *Canadian Charter of Rights and Freedoms*.

The appellant claimed that his right to pursue a livelihood by trying for a better position in British Columbia had been denied by the restrictions imposed on his eligibility to be a candidate in the competition by the competition being open only to employees of the Pacific Region and of the Transport Canada Training Institute in Cornwall.

The court held that the determination of the area of competition was authorized by section 13 of the *Public Service Employment Act*. This determination did not discriminate among persons primarily on the basis of province of present or previous residence. The *Public Service Employment Act* is a law of general application within the meaning of the Charter, in force in British Columbia as in any other province or in the territories. The Charter right, the appellant claimed, was subject to this law.

Lepage and Department of External Affairs (Court File A-913-83)

This case is important because the practice in the Department of External Affairs of using the qualifications found in the selection standards as the statement of qualifications to be used in staffing Foreign Service officer positions was challenged. The Federal Court of Appeal refused to interfere with the decision of an appeal board which found that the list of qualifications contained in the selection standards was an adequate statement of qualifications and that there had been no real violation of the *Public Service Employment Regulations* which prescribe that such a statement must be provided and published.

Vorias and Department of External Affairs (Court File A-1196-83)

The findings in this case were similar to those in the Lepage case. However, the appeal board had gone further by finding that while there had been a violation of the Regulations because no statement of qualifications had been provided and published, the evidence before it did not show that there was a real possibility that compliance with the Regulations might have brought a different result in the competition in question. The Federal Court of Appeal in that case found no fault with that conclusion.

Taback vs. Public Service Commission (Court File A-697-83)

This case is important because in it the Supreme Court of Canada refused to interfere with the decision of the Federal Court of Appeal which found that the refusal of the Commission to establish an appeal board, following the lodging of an appeal, was wrong. It also refused to interfere with another aspect of that same decision which found that the trial court had been wrong in refusing to issue an *Order for mandamus*, which would compel the Commission to establish an appeal board, on the ground that the appeal was doomed to failure. That determination was not for the court but for the appeal board to make.

Taback (82-21-TAX-79)

Following the decision rendered by the Supreme Court of Canada, the appeal board found that where a person is discharged from the Public Service and has lodged a grievance resulting in a reinstatement to the position, that person does not preserve his or her right as an employee for the purpose of participating in a competition. He or she only preserves that right for the purpose of lodging a grievance. The appeal board, therefore, concluded that it had no jurisdiction to hear the appeal.

Investigations

In 1984, the Commission received 282 new complaints alleging discrimination, down from the 385 received in 1983. The fluctuation in numbers of complaints in this area is not unusual. It has been occurring since 1972 when the Commission first started to investigate complaints of discrimination within the Public Service. This year, there were 745 cases under investigation, an increase of 13.4 per cent over the 657 last year. Of these cases, 456 were closed, representing an increase of 96.6 per cent over the 232 closed in 1983. The number of cases carried over into 1984 was 463 compared with 289 to be carried over into 1985, a decrease of 37.6 per cent.

Of the 282 complaints received in 1984, 121 fell under the Commission's ombudsman role, 93 involved allegations of staffing infractions and 68 involved allegations of discrimination. In order of frequency, complaints of discrimination were of race, colour and national origin, 10 per cent; age, 5 per cent; sex, 4 per cent; and disability, 2 per cent.

In 1984, the Commission received 860 complaints in other areas, and from these opened 416 investigation files. The other 444 complaints were dealt with through advice and assistance which resulted in withdrawals, or referrals to other agencies due to lack of jurisdiction. The Commission closed 514 cases during the year, an increase of 25.1 per cent over 1983. In 1984, 22 per cent of the complaints investigated were allowed, 63 per cent were disallowed and 15 per cent otherwise resolved. Since 1977, the proportion of complaints allowed has remained constant at about one in five cases investigated.

The following case summaries illustrate the types of complaints received and how they were resolved.

Colour

Of interest in this case is the impact a specific complaint can have on other situations in the same milieu. The Commission upheld a complaint of discrimination on the basis of colour, lodged by an employee to the effect that she had received an unfair performance evaluation. The department agreed to review all evaluations of employees in the unit and determined that one other Black employee's appraisal was also improper. Both were changed and, in addition, the department undertook measures to improve working conditions in the unit.

Unfair treatment

The complainant, a former employee, failed to qualify for an open competition for a position he had occupied for ten years prior to his resignation. The investigation revealed that the individual had scored significantly higher than all other candidates in the areas of knowledge and abilities but had received a score of zero on personal suitability. The investigation revealed that the selection board had failed the individual because he had turned down an offer of employment to his former position one year prior to the competition in question. The department agreed to reassess the complainant and subsequently found him qualified. He was offered the position.

Marital and family status

A single employee alleged that he was the victim of discrimination on the grounds of marital and family status. In this case, the employee faced eviction from Crown-owned housing which he believed to have been a result of his single status. In fact, he had two-bedroom accommodation which was needed for a family. The investigation showed that the policy which provides accommodation to employees is done on the basis of the size of a family, operational (job-imposed) requirements and salary level.

Because housing accommodation was provided for single persons as well as families, it was found that the housing policy was non-discriminatory and that management had acted in a reasonable manner in the circumstances.

National origin

This case illustrates that the investigation of alleged discrimination, while disallowed, can lead to other findings of impropriety. The complainant was appointed from outside the Public Service to a position at a level lower than the level of the position. Ten months later, he was rejected on probation. The complainant alleged unfair treatment and discrimination on the basis of national origin. Although the investigation did not substantiate the allegation of discrimination, it did determine that the complainant's name should have been placed on an eligibility list for a position for which he was qualified, in accordance with section 28 of the *Public Service Employment Act*, because the appointment held by him was made from within the Public Service. As a settlement, the complainant was placed on an eligibility list and subsequently was offered and accepted a position within the department.

Personal harassment

This case is interesting because it raises the issue of what constitutes personal harassment as opposed to close supervision. The complainant alleged that he was subjected to personal harassment and unfair treatment in that he had been disciplined and his work was being closely monitored by his supervisor. Upon investigation, however, it was determined that the suspensions imposed on the employee had been clearly explained to him and, by his own admission, they were not without cause. As well, his work was closely monitored in an attempt to correct various aspects of his behaviour in the workplace — tardiness, absence from

his work station and personal use of the telephone during office hours. The investigation further revealed that the standards of behaviour in the workplace were applied equitably to all employees, and that management had applied progressive discipline where circumstances warranted it. The complaint was not upheld.

Unfair appraisal

This complaint deals with a perception of unfairness where the facts were only clearly established upon investigation. A former employee alleged that she had received an unfair performance assessment and that a poor reference from her former department was hampering her opportunities for re-employment in the Public Service. The investigation showed that management had been dissatisfied with the employee's performance for more than a year and the appraisal identified error rates in excess of the standard applicable to all employees performing identical functions. Management's concerns had been expressed in a prior work review report but the employee's performance had not improved. When contacted by a department for references, the reporting supervisor confirmed the content of the appraisal report but recommended that the department give the individual an opportunity to demonstrate her capabilities in another work environment. It was found that the employee had been properly assessed in accordance with objective standards and that the work references given were accurate. The complaint was rejected.

Language courses respond to the increased importance placed on language-of-work

Special courses developed to meet departmental needs

Registration for intensive and continuous courses falls from 3,229 to 2,690

Demand grows for special and more flexible courses

In January 1964, acting on a recommendation made by the Senior Officials Committee to the Royal Commission on Government Organizations (Glassco), the then Civil Service Commission of Canada conducted its first structured second-language courses for federal employees.

Over the last 20 years, language training has undergone significant changes leading to a refinement of the courses given and teaching methods used in the federal Public Service, thus responding to an evolving work environment. The Public Service Commission, so named in 1967, is proud of the role it has played in making bilingualism a reality in the federal Public Service.

Courses to meet students' needs

At the outset, the Commission offered courses of varying lengths depending on the availability of participants. Soon, courses were given cyclically. This change proved to be more satisfactory and seemed more acceptable to departments. It should be noted that, at that time, participants enrolled voluntarily.

In 1973, a parliamentary resolution outlined the measures that should be adopted in the Public Service to enable Canadians to obtain services in French or in English and recognized that federal public servants should be able to work in their first official language. After the employer identified what positions were bilingual in the Public Service, the Commission designed intensive and continuous training courses for incumbents of bilingual positions. Second-language learning became a priority.

In 1977, departments were given the primary responsibility for achieving government objectives on official languages. The Commission, therefore, had to intensify language training programs in departments and provide the technical and specialized assistance necessary.

Towards better learning

In 1971, the Commission introduced *Dialogue Canada*, an audio-visual method of teaching with a uniquely Canadian content. While *Dialogue Canada* did respond in part to the language of work, over the years it has undergone frequent modifications. Today it takes into account, even more, the language needs of the workplace.

Over the years, the Commission has introduced and developed specialized language services in the following areas: orientation of candidates to language training; information and consultation; development of programs, methods, and measurement and evaluation tools; and production and distribution of teaching materials. These services have helped to improve the quality of language training.

Working in the second language

In 1984, language-of-work took on a new dimension when, in order to meet departmental needs, the Commission integrated units relating to language-of-work into its courses. In addition to its basic language training and other scheduled courses, the Commission continued to introduce several new courses.

It also responded to requests for instruction outside normal terms and conditions. One example is a course designed for the Office of the Comptroller General. This course made it possible for participating employees to attain the level of bilingualism required for their positions in a shorter time than usually allowed, while still performing their main duties. Throughout the training period, the participants worked in an environment where they were given the assistance and the opportunity to enable them to use their second language.

In cooperation with departments, the Commission also prepared courses for specific groups. A new course—*Francomer*—was designed for the exclusive use of coast guards in the Department of Transport; another—*Programme de formation linguistique en cours d'emploi à la Gendarmerie royale du Canada*—is an on-the-job French language training program designed for the use of the Royal Canadian Mounted Police. From this latter program, the Commission developed *Français pour ici*, a program of oral French unique to Canada. The Commission received many other requests for special courses from departments with specific needs.

Demand for courses varies

Since 1983, the demand for intensive and continuous courses has fallen partly because staffing activity has declined, non-imperative staffing has decreased, and an increasing number of appointees are already bilingual at the required level. On the other hand, the demand for other types of courses has grown, as well as the demand for courses offered outside working hours. The Commission has been flexible in meeting these needs.

Registration

The number of participants registered in intensive and continuous courses in 1984 was lower than in 1983, having dropped from 3,229 to 2,690. On the other hand, registration for more flexible types of courses has risen from 8,978 to 9,977. Forty-two participants enrolled in the Advanced Language Training Program. Participants in this program study under the guidance of a tutor and go on work assignments in their second official language.

Contributions

In the last 20 years the Commission has helped students and departments to specify their needs and to discover means of satisfying them. It is evident that departments are taking a more and more active part in the language training of their employees—providing them with greater opportunities to use their second official language at work.

Purchase of technical aids makes courses more accessible to handicapped persons

Courses offered on new office technology

Access to information on more than 13,000 training activities and methods

Under the *Public Service Employment Act* and through responsibilities delegated by the Treasury Board, the Public Service Commission gives departments advice and support to assist them in providing employees with the training and development needed to perform their jobs efficiently and effectively.

During 1984, the Commission continued to develop and conduct training courses and programs; to provide departments with advisory and consulting services on training matters; to carry out research into teaching methods and training technology, in conjunction with departments; and to provide training coordination and related information services throughout the Public Service.

Courses and Services

In 1984, 12,851 public servants, including 5,517 women, attended 680 courses. The Commission concentrated its training and development activities on providing high quality courses and services in such areas as management orientation; informatics; personnel, financial and materiel management; management skills, techniques and practices; and individual development. Training courses were also conducted to support such special programs as affirmative action. Table H gives a breakdown of these courses by subject and percentage.

In 1984, under its Management Orientation Program, the Commission conducted 56 management orientation courses for 1,253 public servants, 268 of whom were women. The Commission is the sole delivery agent for these courses, aimed at members of the Management Category and equivalent. It also delivers courses for supervisors and middle managers whose departments do not run their own courses. The breakdown of numbers of public servants who attended management orientation courses is as follows:

- 173 (95 women) on the course for supervisors;

- 386 (88 women) on the course for middle managers;
- 363 (65 women) on the course for senior managers;
- 295 (18 women) on the course for executives below the assistant deputy minister level;
- 36 (2 women) on the course for executives at the assistant deputy minister level;

The Commission also conducted two management courses for participants in the Career Assignment Program. Thirty-nine persons (14 women) participated.

In addition, the Commission gave 729 days of training consultation services to client departments, resulting in 201 courses being adapted to their specific needs. These courses were attended by 1,130 employees.

Quality of service

Over the last few years, the Commission has developed and implemented a systems approach to training (SAT)—a management framework for the planned grouping and sequencing of training research, development, delivery and evaluation activities, and decision making. This approach requires that courses meet the job-related needs of public servants and help them improve their performance. Courses are evaluated and validated to ensure that these objectives are met.

In 1984, 20 courses were designed or redesigned to meet the requirements of SAT and new training needs, and 9 courses were validated. An occupational analysis of electronic data-related processing functions was carried out, preliminary to the design or redesign of related courses according to SAT. A similar analysis of the Financial Administration occupational group is slated for completion in 1985. In addition, the course evaluation system itself was reviewed and major modifications and improvements will follow in 1985.

The Commission now provides free assistance and guidance to managers in selecting activities to meet their training needs. Consequently, managers now have access to information on over 13,000 training activities and methods which are available from both public and private sector organizations in Canada.

Special measures

In response to the affirmative action policy, the Commission has stipulated that at least three places be reserved for women at the senior manager minus one level in all management orientation courses given for senior managers. In 1984, 32 women at that level, nominated by their deputy heads as employees with high potential, participated in the senior management course.

During the year, the Commission also designed several courses to meet the needs brought about by new office technology. Among them are office automation and word-processing courses for support staff. These courses will be available in 1985.

The Commission has made its courses more accessible to handicapped persons by purchasing technical aids. In addition, the increase in the number of courses given in French has resulted in more registrations for these courses.

Financing

The Commission's training program operates on a full cost recovery basis and in fiscal year 1983/84, it had a surplus of \$1,707,000. This was accomplished within the restraint guidelines of six and five per cent. A surplus is also anticipated in 1984/85.



Courses

Types	1983		1984	
	No.	%	No.	%
Management Orientation ^a	50	8.7	58	8.5
Management Theory and Practices	140	24.4	150	22.1
Informatics	99	17.2	124	18.2
Financial Management	91	15.8	107	15.7
Materiel Management	18	3.1	24	3.5
Seminars	3	0.5	46	6.8
Personnel Management	153	26.6	133	19.6
Systems Approach to Training	6	1.1	9	1.3
Individual Development	15	2.6	27	4.0
Auditing	0	0	2	0.3
Total	575	100.0	680	100.0

^a Includes management courses for the Career Assignment Program

Tight control over
internal resources

Expenditures held below approved level

Reduction in constant dollars of 31 per cent since 1977/78

Revolving Fund for training and development projects a surplus of \$729,000

Again, in 1984, the Public Service Commission has made financial restraint a major focus of its internal management activity. For several years it had kept its person-years and program expenditures below approved levels. This year will be no exception. From a 1984/85 allocation of \$119.8 million for 2,453 person-years (excluding 200 under the revolving fund), the Commission has forecast that it will spend \$113.8 million, thus saving \$6.0 million, or 5.0 per cent.

Fifty million dollars or 42 per cent of the Commission's budget has been set aside to ensure that the merit principle is applied and upheld in accordance with the *Public Service Employment Act*. The balance has been allocated to carry out the functions and activities delegated to it by the Governor in Council or the Treasury Board and to carry out the implementation of programs established by the Board in fields of responsibility shared by both organizations. Program allocation for delegated responsibilities, including the net cash requirement for revolving fund operations, amount to \$65 million or 54 per cent of the budget in 1984/85; and for shared responsibilities, \$5 million or 4 per cent.

Since 1977/78, the Commission has implemented systems of internal control which, along with strict management commitment to use resources in the most efficient and effective manner, have helped to keep person-year utilization and program expenditures below approved levels.

From 1977/78 to 1984/85, authorized person-years, including those for staff training and development, declined from 3,847 to 2,653, a drop of 1,194 or 31 per cent. Authorized person-years would have declined even further, but in 1983 the Treasury Board delegated to the Commission the implementation of special programs for underrepresented groups (Affirmative Action and Northern Careers). In 1984/85, 214 person-years (\$8.7 million) have been identified for these programs.

With respect to overall program expenditures, the authorized level increased

from \$87 million in 1977/78 to \$119.8 million in 1984/85, an increase of \$33 million or 38 per cent. Expressed in 1977 dollars, the current program expenditure is \$60 million which is actually a decrease of approximately \$27 million or 31 per cent. (Dollar adjustment factors are based on Statistics Canada figures.) Tables I and J compare authorized and actual levels of person-years and program expenditures since 1977/78.

Another example of the Commission's commitment to expenditure control is reflected in the Staff Training and Development Revolving Fund operations. Between 1977/78 and 1980/81, the fund operated at losses ranging from \$800,000 to \$2 million. Since 1981/82, however, the fund has had operating surpluses ranging from \$700,000 to \$1.7 million. Person-year allocation for training and development was reduced sharply from 870 to 200. This was achieved through a new orientation which concentrated on priorities, dropping non-essential, non-profit activities and obtaining subsidy funding for those activities not deemed to be on a cost-recovery system. A 1984/85 surplus of \$729,000 is forecasted. The 1983/84 surplus was \$1,707,000.

The Commission conducts its systematic approach to resource and program management through an integrated management process — a process central to the effective implementation of measures required by the government's Improvement in Management Practices and Controls program and Policy and Expenditure Management System. Regular operational and financial performance reviews are key to the process and have helped the Commission to identify changing strategic and operational demands.

During the year, two meetings of the Joint Consultation Committee were held. This committee was established as a forum where the commissioners, departmental representatives and Public Service bargaining agents discuss matters of mutual interest, and exchange information and views.

Person-years

Person-years by fiscal year and appropriation, 1977 to 1985

Year	Appropriation	Revolving fund	Total	Utilized Total	Lapse	
					No.	%
1977/78	3,072	870	3,942	3,762	180	4.6
1978/79	3,020	472	3,492	3,243	249	7.1
1979/80	2,492	309	2,801	2,648	153	5.5
1980/81	2,385	279	2,664	2,484	180	6.8
1981/82	2,303	267	2,570	2,437	133	5.2
1982/83	2,371	213	2,584	2,525	59	2.3
1983/84	2,402	205	2,607	2,497	110	4.2
1984/85	2,453	200	2,653	2,540	113	4.4

Program expenditures

Program expenditures by fiscal year and appropriation, 1977 to 1985

Year	Appropriation ('000)	Utilization ('000)	Lapse	
			('000)	%
1977/78	\$ 87,187	\$ 81,171	\$6,016	6.9
1978/79	92,529	84,521	8,008	8.7
1979/80	79,588	74,263	5,325	6.7
1980/81	84,446	81,120	3,326	3.9
1981/82	94,263	91,970	2,293	2.4
1982/83	106,665	102,177	4,488	4.2
1983/84	115,282	107,264	8,018	7.0
1984/85	119,768	113,815	5,953	5.0

Person-years and funds

Allocation of person-years and funds by major activity, 1984/85

2,653 person-years		Activity	\$132,895,000
828		Official Languages	39,830,000
901		Staffing	43,495,000
51		Audit	2,326,000
94		Appeals and Investigations	4,307,000
579		Administration	26,925,000
200		Professional and Managerial Training	16,012,000

Note: Funds allocated to professional and managerial training include subsidy of \$2,885,000 for the revolving fund. A revolving fund is an authorization to draw money from the Consolidated Revenue Fund as working capital for prescribed purposes. The money drawn should not exceed a certain amount any one time and may be spent on a continuing basis. The fund is maintained through returns on expenditures.

Source of person-years and funds

Source of person-years and funds, 1984/85

2,653 person-years		\$132,895,000
2,453	Secretary of State: Vote 35	109,143,000
	Statutory: Contribution to Employee Benefit Plan	10,625,000
200	Revolving Fund	13,127,000

Note: The total for Secretary of State Vote 35 includes a subsidy of \$2,885,000 for the revolving fund and a special Treasury Board of Canada allotment of ten person-years and \$96,000 for the Student Summer and Youth Employment Program.

Person-years and funds for official language activities

Allocation of person-years and funds for official language activities, 1984/85

828 person-years		\$39,830,000
748	Language Training	36,522,000
64	Official Languages Program - tests or standards	2,610,000
16	Career Orientation Program	698,000

Note: The reduction from 78 person-years in 1983/84 to 16 person-years in 1984/85 in the Career Orientation Program can be explained by the following: From April 1 to September 30, 1983, 17 person-years were transferred to other departments under the Career Orientation Program; and due to the winding down of the program, there was a reduction of 45 person-years.

*Interpreter and schoolchildren,
Museumobiles, National Museums of
Canada*



*Health care project, Senegal,
Canadian International Development
Agency*



*Section heads, Department of
National Revenue (Customs and
Excise)*



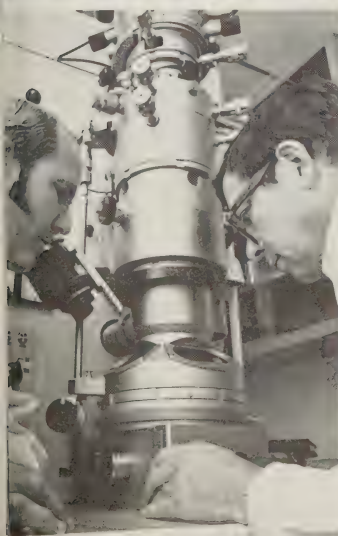
*Gardener, Department of National
Defence*



*Visiting nurse, Department of
National Health and Welfare*



*Veterinarian, Department of
Agriculture*



*Research scientists, Department of
National Health and Welfare*



Supervisor, Department of Agriculture

*We would like to thank the following
departments and agencies for providing photographs:*

the Canadian International Development
Agency
the Department of Agriculture
the Department of Employment and
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the Department of Fisheries and Oceans
the Department of National Defence
the Department of National Health and
Welfare
the Department of National Revenue
(Customs and Excise)
the Department of Transport
the National Museums of Canada

Nature of data

This section of the annual report gives detailed statistical information on federal government employees subject to the *Public Service Employment Act*. Data is presented on the employee population, appointments, separations, appeals, professional training, and language training. The data is broken down by type of employment, job location, department, occupational category and group, language requirements of position, age, sex, and language group.

Public Service Commission universe

Various acts and regulations set out different federal government populations. The *Official Languages Act*, the *Public Service Superannuation Act* and related acts, the *Public Service Staff Relations Act*, the *Financial Administration Act*, and the *Public Service Employment Act*, each sets out different though overlapping populations or universes.

The Commission's universe comprises all employees subject to the *Public Service Employment Act* and is designated in this report as the "Public Service" (with capitals), to distinguish it from other employee populations of the federal public service or of the federal government. The Public Service employee population in this report is consistent with the population coverage definitions stated in subchapter 045-2 of the Treasury Board's *Personnel Management Manual*.

Specifically, the Public Service population reported on in this publication does not include:

- persons appointed by the Governor in Council, such as deputy heads;
- ministerial staff;
- members of the Royal Canadian Mounted Police (RCMP) and the Canadian Armed Forces; or
- employees of Crown corporations such as Air Canada and Canada Post Corporation, and certain federal agencies such as the National Research Council of Canada.

However, it does include civilian employees working for the Department of National Defence and civilians working for the Royal Canadian Mounted Police.

Population differences between the Statistics Canada, Treasury Board and Commission universes are illustrated in table 1. It should also be noted that discrepancies in statistical data presented by these three organizations may result from differences in timing, in data systems used or population definitions. For example, the Commission population data, contrary to those of the Treasury Board and Statistics Canada, include Management Category employees on leave without pay. Therefore, it may not be possible to arrive at an accurate comparison between data in this report and data from other sources.

Employee population and person-years

In this report, data on the Public Service population is based on the number of employees on strength at year-end. This number does not correspond to the number of person-years on which the Treasury Board reports in the *Estimates*. A person-year refers to the employment of one person for one full year or, for example, two persons for a six-month period. Person-years represent the annual allotment of human resources that a department may use, whereas the employee population data published by the Commission is based on the number of employees in the Public Service as of December 31, of the calendar year in question.

Population changes

The federal government employed population subject to the *Public Service Employment Act* changes from year to year as a result of the inclusion or exclusion of departments or agencies; and of particular groups of employees. In 1984, a number of small agencies were placed under the authority of the *Act*. These include the Canadian Aviation Safety Board, the Office of the Grain Transportation Agency Administrator and the Canadian Import Tribunal (formerly the Anti-Dumping Tribunal). The first of these agencies appears separately in the list of departments. The second and third are not shown on the list as they have been integrated into the Department of Transport and the Department of Finance, respectively.

Reorganisation

The passage of Bill C-152 on December 7, 1983 resulted in the merger of the departments of Regional Economic Expansion and Industry, Trade and Commerce within a new organization — the Department of Regional Industrial Expansion. This change is reflected in the statistical data of this report.

During 1984, the ministries of State for Economic Development and Social Development wound up their operations. As of December 31, 1984, the government's decision to change the name of the Foreign Investment Review Agency had not yet been confirmed by Parliament.

Management Category

There was a change in population data on the Management Category in 1984 from the data of 1983, as a result of the conversion of equivalent-level position in other occupational groups to the category.

Data sources

In 1984, the Commission put into place a new information system bringing together data on Public Service employees, appointments and separations. This system takes its information from the Incumbent System, the Man-

agement Resources Information System, the Appointment Information Management System, and the Official Languages Information System. These systems are described below. The new system selects data according to a "best source" logic, which ensures that the most accurate information is used. Data on employees, appointments and separations type of employment, job location, and annual salary levels for 1984 were produced from this system, whereas population data for 1983 came from the Common Government of Canada Population Reporting File which is based on payroll information of the Department of Supply and Services on December 31, 1983.

Population

Population data in the Commission's statistical file is derived from the Department of Supply and Services' Incumbent System for all occupational categories except the Management Category, for which the Commission's Management Resources Information System is used.

The Incumbent System used for the Common Population Reporting File gives personnel information on federal government employees, and provides information for human resource planning, mobility studies, research, and statistics on population and other areas of personnel management.

The Commission's Management Resources Information System was designed and developed in close cooperation with the Treasury Board Secretariat and selected departments. It plays a major role in the administration of the Management Category and other centrally managed groups. The system contains information on Public Service employees at senior levels and union financial and personnel administrators, as well as applicants to the Management Category from outside

the Public Service, and Interchange Canada and International Programs participants and candidates. Data are collected from various sources, including the Treasury Board Secretariat's Senior Personnel Information System.

Appointments

Data on appointments is based on the Commission's Appointment Information Management System, which stores data supplied by departments on Report on Staffing Transaction forms. Acting appointments, about 8,000 in both 1983 and 1984, are not included in the total number of appointments made from employees who are already within the Public Service.

Separations

Information on release for incompetence or incapacity and on revocation of appointments is based on Commission records. Information on lay-offs for the Management Category comes from Commission records. Information on lay-offs in other categories is obtained from the Commission's Central Priorities Statistical Record which provides statistics on statutory and administrative priorities. Information on other separations comes from the Incumbent System.

Language group

Statistical information on the first official language of employees in most cases is extracted from the Official Languages Information System described below. If the data is not available from this system, other sources are then used to reduce the number of unknown cases. An exception to this rule is the Management Category, for which the information is obtained exclusively from the Management Resources Information System. In 1984, the number of cases where language group is unknown has been reduced to 1,254 for population figures, 180 for appointments, and 684 for separations.

The Official Languages Information System, established in 1973, provides information on positions and their incumbents for all departments and agencies whose employees are subject to Treasury Board authority.

Explaining the differences

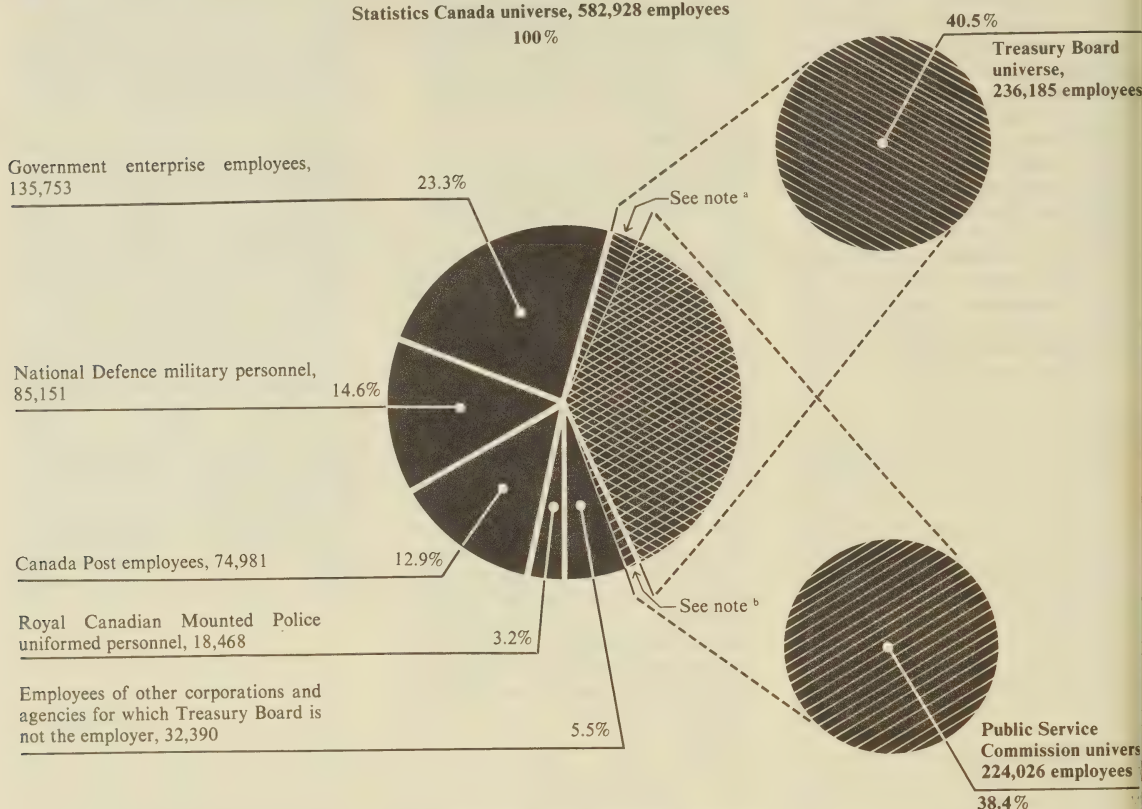
The number of appointments to the Public Service in 1984, plus the number of employees in 1983, minus the separations in 1984 does not equal the 1984 population figure. This is because, since 1973, initial appointments to the Public Service for periods of under six months have not been reported as appointments, for practical administrative reasons. However, if these employees are reappointed and their continuous employment period is six months or more, the appointments are reported as appointments from *within* the Public Service (appointments of persons already part of the Public Service).



Federal Government Employment, December 1984

(Viewed by Statistics Canada, the Treasury Board of Canada and the Public Service Commission)

Statistics Canada universe, 582,928 employees
100 %



Note: The employee population — or universe — reported on by the Commission is slightly different from that of the workforce — or universe — for which Treasury Board is the employer.

^a Belong to the Treasury Board universe and not to the Commission universe:

• the employees not appointed by the Public Service Commission	1,858
• the Term employees appointed for less than six months: this number oscillated between 19,875 and 10,130 during the year	10,596
	12,454

^b Belong to the Commission universe and not to the Treasury Board universe:

• the Public Service Staff Relations Board employees	158
• the Northern Careers Program employees	41
	199

* This figure takes into consideration the adjustment of + 96 resulting from the use of an integrated file (see Source of data under Technical Notes)

2

Type of employment

Number of employees, by type of employment, 1983 and 1984

type of employment	1983	1984
ull-time		
Indeterminate	203,615	204,194
Seasonal	1,150	1,256
Specified period	13,792	14,410
total	218,557	219,860
art-time		
Indeterminate	2,710	3,296
Seasonal	83	73
Specified period	694	791
total	3,487	4,160
grand total	222,044	224,026

Note:—Employees hired for periods of less than six months (11,147 in 1983 and 10,596 in 1984) have been excluded from the tables.

—The sum of the figures for 1984 does not equal the grand total because, in a number of cases, the documents did not specify type of employment.

3

Age, sex and language group

Number and percentage of employees, by age group, sex and language group, 1984

age group	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
nder 20	55	27	133	104	88	26.3	246	73.7	188	58.9	131	41.1	334
20—24	3,127	1,368	5,469	3,517	4,559	33.4	9,096	66.6	8,596	63.8	4,885	36.2	13,655
25—29	9,670	4,583	11,671	6,676	14,350	43.7	18,466	56.3	21,341	65.5	11,259	34.5	32,816
30—34	15,641	6,459	12,537	6,048	22,188	54.2	18,714	45.8	28,178	69.3	12,507	30.7	40,902
35—39	16,940	6,425	10,009	4,326	23,432	61.9	14,436	38.1	26,949	71.5	10,751	28.5	37,868
40—44	12,224	4,380	6,642	2,532	16,663	64.3	9,246	35.7	18,866	73.2	6,912	26.8	25,909
45—49	11,061	3,182	5,423	1,882	14,292	66.0	7,350	34.0	16,484	76.5	5,064	23.5	21,642
50—54	11,551	3,211	4,734	1,489	14,802	70.2	6,272	29.8	16,285	77.6	4,700	22.4	21,074
55—59	10,027	2,382	3,865	1,057	12,445	71.5	4,966	28.5	13,892	80.2	3,439	19.8	17,411
60—64	7,313	1,415	2,655	499	8,760	73.4	3,178	26.6	9,968	83.9	1,914	16.1	11,938
65 and over	302	34	100	14	342	74.5	117	25.5	402	89.3	48	10.7	459
total	97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify birthdate and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.



The ten major departments and their population

Number of employees in each of the 10 major departments and percentage of the Public Service, as a whole, 1983 and 1984

These 10 departments account for 73.8% (165,232 persons) of all employees in 1984 compared to 73.7% (163,608 persons) of all employees in 1983.



^a This year, for the first time, data on the department of Agriculture include the number of employees of the Prairie Farm Rehabilitation Administration; 1983 figures have been adjusted accordingly.

Geographic area (Canada and outside Canada), sex and language group

Number and percentage of employees, by geographic area, sex and language group, 1983 and 1984

Geographic area	1983													Total
	Men		Women		Men		Women		Anglophones		Francophones			
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%		
Newfoundland	3,920	32	1,377	19	3,980	73.8	1,413	26.2	5,297	99.0	51	1.0	5,393	
Prince Edward Island	1,065	84	535	63	1,156	65.7	604	34.3	1,600	91.6	147	8.4	1,760	
Nova Scotia	9,951	323	3,597	166	10,322	73.1	3,802	26.9	13,548	96.5	489	3.5	14,124	
New Brunswick	3,703	1,004	1,820	898	4,716	63.4	2,725	36.6	5,523	74.4	1,902	25.6	7,441	
Quebec (Except NCR)	1,368	18,375	616	11,133	19,891	62.6	11,886	37.4	1,984	6.3	29,508	93.7	31,777	
Quebec (NCR)	5,470	3,326	4,117	4,220	8,807	51.3	8,346	48.7	9,587	56.0	7,546	44.0	17,153	
Ontario (NCR)	21,639	8,399	15,452	9,285	30,165	54.8	24,832	45.2	37,091	67.7	17,684	32.3	54,997	
Ontario (Except NCR)	20,044	822	14,252	800	20,988	58.1	15,167	41.9	34,296	95.3	1,682	4.7	36,155	
Manitoba	5,295	154	3,967	164	5,508	56.6	4,226	43.4	9,262	96.7	318	3.3	9,734	
Saskatchewan	3,245	31	2,487	30	3,333	56.4	2,579	43.6	5,732	98.9	61	1.1	5,912	
Alberta	7,505	127	5,188	144	7,661	58.8	5,367	41.2	12,693	97.9	271	2.1	13,028	
British Columbia	12,533	113	7,512	112	12,724	62.4	7,676	37.6	20,045	98.9	225	1.1	20,400	
Yukon	436	9	482	7	447	46.8	508	53.2	918	98.3	16	1.7	955	
Northwest Territories	768	57	641	22	832	55.2	674	44.8	1,409	94.7	79	5.3	1,506	
Outside Canada	1,004	319	262	119	1,328	77.7	381	22.3	1,266	74.3	438	25.7	1,709	
Total	97,946	33,235	62,305	27,182	131,858	59.4	90,186	40.6	160,251	72.6	60,417	27.4	222,044	
Geographic area	1984													Total
	Men		Women		Men		Women		Anglophones		Francophones			
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%		
Newfoundland	3,945	30	1,424	18	3,989	73.3	1,451	26.7	5,369	99.1	48	0.9	5,440	
Prince Edward Island	1,148	96	700	91	1,246	61.0	796	39.0	1,848	90.8	187	9.2	2,042	
Nova Scotia	9,993	335	3,762	175	10,367	72.3	3,971	27.7	13,755	96.4	510	3.6	14,338	
New Brunswick	3,634	1,036	1,834	998	4,695	62.3	2,838	37.7	5,468	72.9	2,034	27.1	7,533	
Quebec (Except NCR)	1,284	18,587	567	11,528	19,957	62.0	12,232	38.0	1,851	5.8	30,115	94.2	32,189	
Quebec (NCR)	5,445	3,225	4,087	4,316	8,684	50.8	8,414	49.2	9,532	55.8	7,541	44.2	17,098	
Ontario (NCR)	21,525	8,428	15,375	9,455	30,046	54.6	24,945	45.4	36,900	67.4	17,883	32.6	54,991	
Ontario (Except NCR)	19,917	883	14,457	890	20,894	57.5	15,461	42.5	34,374	95.1	1,773	4.9	36,355	
Manitoba	5,301	156	4,001	173	5,503	56.4	4,250	43.6	9,302	96.6	329	3.4	9,753	
Saskatchewan	3,248	54	2,507	33	3,336	56.1	2,607	43.9	5,755	98.5	87	1.5	5,943	
Alberta	7,551	129	5,363	164	7,712	58.1	5,572	41.9	12,914	97.8	293	2.2	13,284	
British Columbia	12,686	111	7,768	146	12,846	61.7	7,966	38.3	20,454	98.8	257	1.2	20,812	
Yukon	424	11	482	7	441	46.4	509	53.6	906	98.1	18	1.9	950	
Northwest Territories	787	51	652	22	848	55.2	689	44.8	1,439	95.2	73	4.8	1,537	
Outside Canada	940	315	256	123	1,258	76.8	380	23.2	1,196	73.2	438	26.8	1,638	
Total	97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026	

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group and/or geographic area.

—For language group, percentage is based on the total of employees whose first official language is known.

Major centres, sex and language group

Number and percentage of employees, by major centre, sex and language group, 1984

Major centres	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
St. John's, Nfld.	2,099	15	982	12	2,120	67.9	1,003	32.1	3,081	99.1	27	0.9	3,123
Halifax, N.S.	7,468	187	2,724	107	7,682	72.9	2,849	27.1	10,192	97.2	294	2.8	10,531
Charlottetown, P.E.I.	842	80	593	80	923	57.8	675	42.2	1,435	90.0	160	10.0	1,598
Fredericton, N.B.	465	65	282	67	532	60.3	350	39.7	747	85.0	132	15.0	882
Saint John, N.B.	575	45	278	24	621	67.1	304	32.9	853	92.5	69	7.5	925
Moncton, N.B.	1,311	475	515	411	1,790	65.9	927	34.1	1,826	67.3	886	32.7	2,717
Rimouski, Que.	1	153	0	95	154	61.6	96	38.4	1	0.4	248	99.6	250
Chicoutimi, Que.	1	280	3	369	283	43.0	375	57.0	4	0.6	649	99.4	658
Quebec, Que.	193	3,787	64	1,962	3,990	66.0	2,057	34.0	257	4.3	5,749	95.7	6,047
Trois-Rivières, Que.	1	126	0	108	127	54.0	108	46.0	1	0.4	234	99.6	235
Sherbrooke, Que.	14	319	2	180	334	64.7	182	35.3	16	3.1	499	96.9	516
Montreal, Que.	798	9,353	378	6,191	10,193	60.6	6,620	39.4	1,176	7.0	15,544	93.0	16,813
National Capital Region	26,970	11,653	19,462	13,771	38,730	53.7	33,359	46.3	46,432	64.6	25,424	35.4	72,089
Cornwall, Ont.	314	126	129	81	440	67.5	212	32.5	443	68.2	207	31.8	652
Kingston, Ont.	2,182	81	1,036	61	2,280	67.2	1,113	32.8	3,218	95.8	142	4.2	3,393
Toronto, Ont.	7,484	187	6,296	199	7,688	54.1	6,520	45.9	13,780	97.3	386	2.7	14,208
Kitchener-Waterloo, Ont.	419	3	260	6	423	61.2	268	38.8	679	98.7	9	1.3	691
Hamilton, Ont.	1,045	22	708	23	1,067	59.3	733	40.7	1,753	97.5	45	2.5	1,800
St. Catharines-Niagara, Ont.	379	11	337	11	390	52.6	352	47.4	716	97.0	22	3.0	742
London, Ont.	862	13	652	18	877	56.5	676	43.5	1,514	98.0	31	2.0	1,553
Windsor, Ont.	457	13	449	20	475	49.9	476	50.1	906	96.5	33	3.5	951
Sudbury, Ont.	317	106	645	185	423	33.8	830	66.2	962	76.8	291	23.2	1,253
Thunder Bay, Ont.	535	4	294	5	546	63.8	310	36.2	829	98.9	9	1.1	850
Winnipeg, Man.	3,690	129	3,065	136	3,852	54.4	3,233	45.6	6,755	96.2	265	3.8	7,080
Regina, Sask.	879	12	870	8	898	50.0	897	50.0	1,749	98.9	20	1.1	1,790
Saskatoon, Sask.	838	13	658	5	854	56.2	665	43.8	1,496	98.8	18	1.2	1,511
Edmonton, Alta.	2,760	65	2,418	90	2,841	52.9	2,532	47.1	5,178	97.1	155	2.9	5,370
Calgary, Alta.	1,437	19	1,206	39	1,461	53.9	1,248	46.1	2,643	97.9	58	2.1	2,700
Vancouver, B.C.	4,904	41	4,183	65	4,968	53.8	4,269	46.2	9,087	98.8	106	1.2	9,233
Victoria, B.C.	3,593	24	1,221	28	3,625	74.2	1,262	25.8	4,814	98.9	52	1.1	4,880
Frobisher Bay, N.W.T.	22	19	23	3	41	59.4	28	40.6	45	67.2	22	32.8	60
Yellowknife, N.W.T.	278	11	249	8	294	52.8	263	47.2	527	96.5	19	3.5	550
Whitehorse, Yukon	279	9	388	7	294	41.8	409	58.2	667	97.7	16	2.3	700
Other Locations	24,444	6,023	12,768	3,769	30,656	64.6	16,788	35.4	37,212	79.2	9,792	20.8	47,444
Grand total	97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,020

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

—For language group, percentage is based on the total of employees whose first official language is known.

Geographic area, language requirements of position and language group

Number of employees, by geographic area, language requirements of position and language group, 1984

Geographic Area	Language requirements of position										Grand total
	Bilingual		English		French		English or French		Total		
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	
Newfoundland	37	12	5,234	34	1	0	3	0	5,369	48	5,440
Prince Edward Island	217	152	1,591	34	0	0	2	0	1,848	187	2,042
Nova Scotia	378	225	12,658	191	1	17	195	71	13,755	510	14,338
New Brunswick	893	1,487	4,202	299	2	29	275	160	5,468	2,034	7,533
Quebec (Except NCR)	1,340	14,085	149	35	258	14,648	69	409	1,851	30,115	32,189
Quebec (NCR)	4,593	6,166	4,135	358	5	327	722	632	9,532	7,541	17,098
Ontario (NCR)	13,525	13,095	17,070	1,487	18	488	5,602	2,532	36,900	17,883	54,991
Ontario (Except NCR)	1,516	1,014	31,665	585	3	49	252	80	34,374	1,773	36,355
Manitoba	267	182	8,346	134	0	3	8	1	9,302	329	9,753
Saskatchewan	101	42	5,225	37	0	1	5	2	5,755	87	5,943
Alberta	156	95	12,291	185	3	4	9	1	12,914	293	13,284
British Columbia	194	77	19,331	145	3	15	24	1	20,454	257	20,812
Yukon	2	1	799	15	0	1	0	0	906	18	950
Northwest Territories	5	29	1,239	40	0	2	0	0	1,439	73	1,537
Outside Canada	106	79	92	5	0	4	986	345	1,196	438	1,638
Total	23,377	36,758	124,045	3,584	294	15,588	8,159	4,239	161,158	61,614	224,026

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify geographic area, language requirements of position and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.



Department, sex and language group

Number and percentage of employees, by department, sex and language group, 1984

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	5,568	1,550	2,055	609	7,156	72.7	2,691	27.3	7,623	77.9	2,159	22.1	9,844
Bureau of Pensions Advocates	32	10	56	19	42	35.9	75	64.1	88	75.2	29	24.8	111
Canada Labour Relations Board	17	13	17	37	30	35.3	55	64.7	34	40.5	50	59.5	84
Canadian Aviation Safety Board	60	12	16	14	72	70.6	30	29.4	76	74.5	26	25.5	102
Canadian Grain Commission	533	36	160	12	591	75.8	189	24.2	693	93.5	48	6.5	781
Canadian Human Rights Commission	34	17	56	33	51	36.4	89	63.6	90	64.3	50	35.7	140
Canadian Intergovernmental Conference Secretariat	3	6	2	11	9	40.9	13	59.1	5	22.7	17	77.3	22
Canadian International Development Agency	329	275	205	343	606	52.5	548	47.5	534	46.4	618	53.6	1,152
Canadian Pension Commission	95	25	192	29	121	35.2	223	64.8	287	84.2	54	15.8	341
Canadian Radio-television and Telecommunications Commission	128	90	74	110	221	54.3	186	45.7	202	50.2	200	49.8	402
Canadian Transport Commission	344	120	189	133	464	59.0	322	41.0	533	67.8	253	32.2	786
Communications	1,087	356	485	312	1,444	64.4	797	35.6	1,572	70.2	668	29.8	2,240
Consumer and Corporate Affairs	967	431	545	512	1,398	56.9	1,057	43.1	1,512	61.6	943	38.4	2,455
Correctional Service of Canada	5,188	2,602	1,968	884	7,823	73.2	2,870	26.8	7,156	67.2	3,486	32.8	10,642
Employment and Immigration	6,042	3,436	10,079	4,990	9,505	38.6	15,123	61.4	16,121	65.7	8,426	34.3	24,547
Energy, Mines and Resources	2,625	693	1,170	463	3,323	67.0	1,637	33.0	3,795	76.7	1,156	23.3	4,951
Environment	6,295	1,391	2,040	758	7,701	73.3	2,810	26.7	8,335	79.5	2,149	20.5	10,514
External Affairs	1,940	694	1,147	547	2,642	60.8	1,700	39.2	3,087	71.3	1,241	28.7	4,328
Federal Court	38	28	45	51	66	40.7	96	59.3	83	51.2	79	48.8	162
Federal-Provincial Relations Office	19	16	12	19	35	53.0	31	47.0	31	47.0	35	53.0	66
Finance	352	117	220	169	470	54.5	393	45.5	572	66.7	286	33.3	858
Fisheries and Oceans	3,796	497	1,186	348	4,298	73.6	1,541	26.4	4,982	85.5	845	14.5	5,827
Foreign Investment Review Agency	54	10	48	16	64	50.0	64	50.0	102	79.7	26	20.3	128
Immigration Appeal Board	14	8	26	14	22	35.5	40	64.5	40	64.5	22	35.5	62
Indian Affairs and Northern Development	2,284	393	2,330	416	2,729	49.2	2,823	50.8	4,614	85.1	809	14.9	5,423
Insurance	102	31	55	24	134	62.9	79	37.1	157	74.1	55	25.9	212
International Joint Commission	11	0	9	0	20	52.6	18	47.4	20	100.0	0	0.0	20
Justice	426	190	500	264	617	44.6	766	55.4	926	67.1	454	32.9	1,380
Labour	280	101	269	151	381	47.6	420	52.4	549	68.5	252	31.5	801
Law Reform Commission of Canada	3	5	11	19	8	21.1	30	78.9	14	36.8	24	63.2	32
Ministry of State for Economic Development	2	0	1	0	2	66.7	1	33.3	3	100.0	0	0.0	3
National Defence (civilian)	18,787	4,539	8,535	2,174	23,447	68.5	10,788	31.5	27,322	80.3	6,713	19.7	34,035
National Energy Board	216	35	116	47	253	60.7	164	39.3	332	80.2	82	19.8	414
National Health and Welfare	2,489	807	4,471	1,272	3,352	36.2	5,895	63.8	6,960	77.0	2,079	23.0	9,039
National Library of Canada	106	44	224	145	150	28.9	369	71.1	330	63.6	189	36.4	519
National Museums of Canada	401	158	318	155	559	54.2	473	45.8	719	69.7	313	30.3	1,032
National Parole Board	52	22	111	84	74	27.5	195	72.5	163	60.6	106	39.4	259
National Revenue (Customs and Excise)	4,190	1,558	3,100	1,027	5,749	58.2	4,129	41.8	7,290	73.8	2,585	26.2	9,875
National Revenue (Taxation)	6,165	2,120	5,910	2,231	8,300	50.4	8,156	49.6	12,075	73.5	4,351	26.5	16,426
Office of the Chief Electoral Officer	8	30	6	21	38	58.5	27	41.5	14	21.5	51	78.5	65

Table 8—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Office of the Commissioner for Federal Judicial Affairs	2	4	4	11	6	28.6	15	71.4	6	28.6	15	71.4	21
Office of the Commissioner of Official Languages	14	50	19	53	64	47.1	72	52.9	33	24.3	103	75.7	136
Office of the Coordinator, Status of Women	0	0	14	19	0	0.0	33	100.0	14	42.4	19	57.6	33
Offices of the Information and Privacy Commissioners	17	7	8	9	24	57.1	18	42.9	25	61.0	16	39.0	42
Office of the Secretary to the Governor General	14	24	20	35	40	39.6	61	60.4	34	36.6	59	63.4	101
Pension Review Board	0	3	6	7	3	18.8	13	81.3	6	37.5	10	62.5	16
Privy Council Office	82	64	105	95	146	41.7	204	58.3	187	54.0	159	46.0	350
Public Archives of Canada	319	143	175	152	462	58.6	327	41.4	494	62.6	295	37.4	789
Public Service Commission	446	552	526	967	1,000	40.1	1,494	59.9	972	39.0	1,519	61.0	2,494
Public Service Staff Relations Board	36	31	42	40	75	47.5	83	52.5	78	52.3	71	47.7	158
Public Works	4,607	1,691	1,476	535	6,318	75.8	2,022	24.2	6,083	73.2	2,226	26.8	8,340
Regional Industrial Expansion Commission	1,141	432	844	459	1,577	54.7	1,308	45.3	1,985	69.0	891	31.0	2,885
Restrictive Trade Practices Commission	6	1	3	6	7	43.8	9	56.3	9	56.3	7	43.8	16
Royal Canadian Mounted Police (Public Service employees)	520	191	2,346	655	712	19.1	3,015	80.9	2,866	77.2	846	22.8	3,727
Science and Technology	27	6	12	12	33	57.9	24	42.1	39	68.4	18	31.6	57
Secretary of State of Canada	341	738	631	1,412	1,079	34.6	2,044	65.4	972	31.1	2,150	68.9	3,123
Solicitor General	96	16	96	55	115	42.8	154	57.2	192	73.0	71	27.0	269
Statistics Canada	1,418	717	1,437	898	2,143	47.3	2,385	52.7	2,855	63.9	1,615	36.1	4,528
Supply and Services	3,063	1,841	3,005	2,142	4,929	48.5	5,240	51.5	6,068	60.4	3,983	39.6	10,169
Supreme Court	12	16	13	20	29	46.0	34	54.0	25	41.0	36	59.0	63
Tariff Board	13	4	7	5	17	56.7	13	43.3	20	69.0	9	31.0	30
Tax Court of Canada	3	8	16	16	11	25.6	32	74.4	19	44.2	24	55.8	43
Transport	13,398	3,577	3,021	1,167	17,025	80.2	4,203	19.8	16,419	77.6	4,744	22.4	21,228
Treasury Board (Office of the Comptroller General)	89	16	31	25	105	65.2	56	34.8	120	74.5	41	25.5	161
Treasury Board (Secretariat)	326	115	202	155	441	55.3	357	44.7	528	66.2	270	33.8	798
Veterans Affairs	764	743	1,120	719	1,510	45.0	1,847	55.0	1,884	56.3	1,462	43.7	3,357
Veterans' Land Administration	69	11	91	7	81	45.0	99	55.0	160	89.9	18	10.1	180
War Veterans Allowance Board	12	2	12	6	14	43.8	18	56.3	24	75.0	8	25.0	32
Grand total	97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

—For language group, percentage is based on the total of employees whose first official language is known.



Salary in current and constant dollars, sex and language group

Number and percentage of full-time indeterminate employees, by salary group, sex and language group, in current dollars and in constant dollars, 1983 and 1984

Salary group	1983 (Current dollars)												Total
	Men		Women		Men		Women		Anglophones		Francophones		
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Less than \$10,000	133	43	28	16	176	80.0	44	20.0	161	73.2	59	26.8	215
10,000-14,999	97	37	1,133	579	139	7.5	1,723	92.5	1,230	66.6	616	33.4	1,863
15,000-19,999	9,064	4,327	19,542	8,580	13,443	32.3	28,226	67.7	28,606	68.9	12,907	31.1	41,513
20,000-24,999	14,680	5,255	16,895	6,944	20,012	45.5	23,930	54.5	31,575	72.1	12,199	27.9	43,774
25,000-29,999	23,340	8,497	10,414	4,070	31,902	68.7	14,543	31.3	33,754	72.9	12,567	27.1	46,321
30,000-34,999	16,778	5,582	4,314	1,670	22,397	78.9	6,007	21.1	21,092	74.4	7,252	25.6	28,344
35,000-39,999	7,390	2,457	1,384	879	9,881	81.3	2,266	18.7	8,774	72.5	3,336	27.5	12,110
40,000-44,999	6,847	2,136	809	465	9,004	87.6	1,275	12.4	7,656	74.6	2,601	25.4	10,257
45,000-49,999	6,398	1,394	509	133	7,817	92.4	642	7.6	6,907	81.9	1,527	18.1	8,434
50,000-54,999	3,620	755	197	66	4,382	94.3	264	5.7	3,817	82.3	821	17.7	4,638
55,000-59,999	2,723	483	98	30	3,213	96.1	130	3.9	2,821	84.6	513	15.4	3,334
60,000-64,999	942	236	34	11	1,188	96.3	46	3.7	976	79.8	247	20.2	1,223
65,000-69,999	422	89	16	7	520	95.6	24	4.4	438	82.0	96	18.0	534
70,000-74,999	189	48	6	2	238	96.7	8	3.3	195	79.6	50	20.4	245
75,000-79,999	91	29	3	1	122	96.8	4	3.2	94	75.8	30	24.2	124
80,000 and over	40	6	0	0	49	100.0	0	0.0	40	87.0	6	13.0	46
Total	92,754	31,374	55,382	23,453	124,483	61.1	79,132	38.9	148,136	73.0	54,827	27.0	203,666
Other ^a	5,192	1,861	6,923	3,729	7,375	40.0	11,054	60.0	12,115	68.4	5,590	31.6	18,409
Grand Total	97,946	33,235	62,305	27,182	131,858	59.4	90,186	40.6	160,251	72.6	60,417	27.4	222,000

1983 (Constant dollars)^b

Salary group	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Less than \$10,000	133	43	28	17	176	79.6	45	20.4	161	72.9	60	27.1	221
10,000-14,999	2,764	1,501	7,813	3,417	4,294	27.6	11,275	72.4	10,577	68.3	4,918	31.7	15,495
15,000-19,999	16,370	6,432	26,718	11,710	22,881	37.2	38,571	62.8	43,088	70.4	18,142	29.6	61,230
20,000-24,999	22,905	7,949	10,813	3,981	30,931	67.5	14,865	32.5	33,718	73.9	11,930	26.1	45,648
25,000-29,999	20,621	7,352	6,679	2,627	28,021	75.0	9,333	25.0	27,300	73.2	9,979	26.8	37,279
30,000-34,999	9,634	3,298	1,770	1,086	12,971	81.9	2,861	18.1	11,404	72.2	4,384	27.8	15,845
35,000-39,999	7,699	2,218	837	407	9,949	88.9	1,245	11.1	8,536	76.5	2,625	23.5	11,161
40,000-44,999	6,343	1,353	472	138	7,710	92.7	610	7.3	6,815	82.0	1,491	18.0	8,306
45,000-49,999	3,892	714	162	41	4,614	95.7	206	4.3	4,054	84.3	755	15.7	4,809
50,000-54,999	1,552	318	60	18	1,882	96.0	79	4.0	1,612	82.8	336	17.2	1,948
55,000-59,999	498	108	21	8	617	95.4	30	4.6	519	81.7	116	18.3	635
60,000-64,999	215	54	6	2	270	97.1	8	2.9	221	79.8	56	20.2	277
65,000-69,999	98	29	3	1	130	97.0	4	3.0	101	77.1	30	22.9	131
70,000-74,999	27	5	0	0	34	100.0	0	0.0	27	84.4	5	15.6	32
75,000-79,999	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
80,000 and over	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Total	92,754	31,374	55,382	23,453	124,483	61.1	79,132	38.9	148,136	73.0	54,827	27.0	203,666
Other ^a	5,192	1,861	6,923	3,729	7,375	40.0	11,054	60.0	12,115	68.4	5,590	31.6	18,409
Grand Total	97,946	33,235	62,305	27,182	131,858	59.4	90,186	40.6	160,251	72.6	60,417	27.4	222,000

^a Consists of employees whose type of employment is other than full-time indeterminate.

^b The base period used for the calculation of the constant dollars is 1981, and the annual averages of the Consumer Price Index (CPI) published by Statistics Canada were used to determine the 1983 and 1984 (expressed in 1981 constant dollars) distribution.

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

—For language group, percentage is based on the total of employees whose first official language is known.

Table 9—Continued

1984 (Current dollars)

Men		Women		Men		Women		Anglophones		Francophones		Total
Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
134	50	34	13	185	79.7	47	20.3	168	72.7	63	27.3	232
54	18	374	164	77	12.4	544	87.6	428	70.2	182	29.8	621
7,835	3,773	16,976	7,454	11,645	32.2	24,537	67.8	24,811	68.8	11,227	31.2	36,182
14,319	5,262	18,403	8,038	19,668	42.6	26,516	57.4	32,722	71.1	13,300	28.9	46,184
19,518	6,718	9,036	3,494	26,294	67.6	12,594	32.4	28,554	73.7	10,212	26.3	38,888
17,839	6,450	6,560	2,602	24,339	72.6	9,197	27.4	24,399	72.9	9,052	27.1	33,536
8,658	3,128	2,213	1,198	11,802	77.5	3,421	22.5	10,871	71.5	4,326	28.5	15,223
7,870	2,544	1,081	606	10,439	86.1	1,687	13.9	8,951	74.0	3,150	26.0	12,126
5,121	1,250	533	168	6,390	90.1	702	9.9	5,654	79.9	1,418	20.1	7,092
5,730	1,203	393	113	6,941	93.2	508	6.8	6,123	82.3	1,316	17.7	7,449
2,517	488	135	31	3,012	94.7	167	5.3	2,652	83.6	519	16.4	3,179
1,607	293	57	18	1,904	96.2	75	3.8	1,664	84.3	311	15.7	1,979
627	128	26	9	758	95.6	35	4.4	653	82.7	137	17.3	793
279	76	7	5	357	96.7	12	3.3	286	77.9	81	22.1	369
85	31	3	2	116	95.9	5	4.1	88	72.7	33	27.3	121
87	21	1	0	111	99.1	1	0.9	88	80.7	21	19.3	112
92,280	31,433	55,832	23,915	124,038	60.8	80,048	39.2	148,112	72.8	55,348	27.2	204,086
5,637	2,036	7,409	4,230	7,895	39.6	12,045	60.4	13,046	67.6	6,266	32.4	19,940
97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026

1984 (Constant dollars)^b

Men		Women		Men		Women		Anglophones		Francophones		Total
Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
135	50	35	16	187	78.6	51	21.4	170	72.0	66	28.0	238
2,968	1,617	6,800	2,941	4,607	32.0	9,798	68.0	9,768	68.2	4,558	31.8	14,405
17,059	6,637	27,676	12,279	23,790	37.2	40,081	62.8	44,735	70.3	18,916	29.7	63,871
23,762	8,219	10,610	4,012	32,054	68.6	14,695	31.4	34,372	73.8	12,231	26.2	46,749
18,090	6,628	7,028	2,881	24,773	71.4	9,946	28.6	25,118	72.5	9,509	27.5	34,719
10,225	3,483	2,020	1,146	13,727	81.2	3,170	18.8	12,245	72.6	4,629	27.4	16,897
7,767	2,234	908	433	10,029	88.2	1,342	11.8	8,675	76.5	2,667	23.5	11,371
6,116	1,308	479	125	7,436	92.5	606	7.5	6,595	82.1	1,433	17.9	8,042
3,530	724	184	49	4,262	94.8	234	5.2	3,714	82.8	773	17.2	4,496
1,792	337	64	20	2,134	96.2	84	3.8	1,856	83.9	357	16.1	2,218
526	116	22	8	645	95.6	30	4.4	548	81.5	124	18.5	675
195	49	4	4	245	96.8	8	3.2	199	79.0	53	21.0	253
87	23	2	1	112	97.4	3	2.6	89	78.8	24	21.2	115
26	8	0	0	35	100.0	0	0.0	26	76.5	8	23.5	35
2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
92,280	31,433	55,832	23,915	124,038	60.8	80,048	39.2	148,112	72.8	55,348	27.2	204,086
5,637	2,036	7,409	4,230	7,895	39.6	12,045	60.4	13,046	67.6	6,266	32.4	19,940
97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026



Occupational category, type of employment, sex and language group

Number and percentage of employees, by occupational category, type of employment, sex and language group, 1984

Occupational category and type of employment	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Management													
Full-time													
• Indeterminate	3,182	777	226	70	3,959	93.0	296	7.0	3,408	80.1	847	19.9	4,255
• Specified period	20	3	2	1	23	88.5	3	11.5	22	84.6	4	15.4	26
Total	3,202	780	228	71	3,982	93.0	299	7.0	3,430	80.1	851	19.9	4,281
Scientific and Professional													
Full-time													
• Indeterminate	13,372	3,431	3,422	1,183	16,857	78.3	4,672	21.7	16,794	78.4	4,614	21.6	21,508
• Seasonal	1	0	1	0	1	50.0	1	50.0	2	100.0	0	0.0	3
• Specified period	477	128	274	100	622	61.2	394	38.8	751	76.7	228	23.3	1,079
Total	13,850	3,559	3,697	1,283	17,480	77.5	5,067	22.5	17,547	78.4	4,842	21.6	22,389
Part-time													
• Indeterminate	22	13	136	67	37	15.2	206	84.8	158	66.4	80	33.6	264
• Specified period	14	1	31	5	16	30.2	37	69.8	45	88.2	6	11.8	61
Total	36	14	167	72	53	17.9	243	82.1	203	70.2	86	29.8	269
Total	13,886	3,573	3,864	1,355	17,533	76.8	5,310	23.2	17,750	78.3	4,928	21.7	22,678
Administrative and Foreign Service													
Full-time													
• Indeterminate	25,323	10,309	12,839	5,594	35,706	65.9	18,479	34.1	38,162	70.6	15,903	29.4	54,065
• Seasonal	5	1	1	4	6	54.5	5	45.5	6	54.5	5	45.5	11
• Specified period	628	368	613	303	1,012	52.3	924	47.7	1,241	64.9	671	35.1	1,915
Total	25,956	10,678	13,453	5,901	36,724	65.4	19,408	34.6	39,409	70.4	16,579	29.6	56,111
Part-time													
• Indeterminate	55	53	410	224	109	14.6	639	85.4	465	62.7	277	37.3	1,385
• Seasonal	47	11	7	0	58	89.2	7	10.8	54	83.1	11	16.9	65
• Specified period	18	7	46	18	30	30.9	67	69.1	64	71.9	25	28.1	91
Total	120	71	463	242	197	21.6	713	78.4	583	65.1	313	34.9	910
Total	26,076	10,749	13,916	6,143	36,921	64.7	20,121	35.3	39,992	70.3	16,892	29.7	57,013
Technical													
Full-time													
• Indeterminate	18,063	4,588	2,332	645	22,702	88.3	2,999	11.7	20,395	79.6	5,233	20.4	25,629
• Seasonal	213	57	25	7	273	89.5	32	10.5	238	78.8	64	21.2	305
• Specified period	677	206	255	71	897	72.9	334	27.1	932	77.1	277	22.9	1,229
Total	18,953	4,851	2,612	723	23,872	87.6	3,365	12.4	21,565	79.5	5,574	20.5	27,139
Part-time													
• Indeterminate	5	5	42	23	10	13.0	67	87.0	47	62.7	28	37.3	75
• Seasonal	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
• Specified period	7	3	15	3	11	34.4	21	65.6	22	78.6	6	21.4	33
Total	13	8	57	26	22	20.0	88	80.0	70	67.3	34	32.7	110
Total	18,966	4,859	2,669	749	23,894	87.4	3,453	12.6	21,635	79.4	5,608	20.6	27,247
Total (officer categories)													
Full-time													
• Indeterminate	59,940	19,105	18,819	7,492	79,224	75.0	26,446	25.0	78,759	74.5	26,597	25.5	105,356
• Seasonal	219	58	27	11	280	88.1	38	11.9	246	78.1	69	21.9	324
• Specified period	1,802	705	1,144	475	2,554	60.7	1,655	39.3	2,946	71.4	1,180	28.6	4,425
Total	61,961	19,868	19,990	7,978	82,058	74.4	28,139	25.6	81,951	74.6	27,846	25.4	110,797

Table 10—Continued

Occupational category and type of employment	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Part-time													
• Indeterminate	82	71	588	314	156	14.6	912	85.4	670	63.5	385	36.5	1,068
• Seasonal	48	11	7	0	59	89.4	7	10.6	55	83.3	11	16.7	66
• Specified period	39	11	92	26	57	31.3	125	68.7	131	78.0	37	22.0	182
Total	169	93	687	340	272	20.7	1,044	79.3	856	66.4	433	33.6	1,316
total	62,130	19,961	20,667	8,318	82,330	73.8	29,183	26.2	82,807	74.5	28,279	25.5	111,513
Administrative Support													
Full-time													
• Indeterminate	6,826	3,785	33,370	15,313	10,632	17.9	48,820	82.1	40,196	67.8	19,098	32.2	59,452
• Seasonal	8	2	36	28	11	14.7	64	85.3	44	59.5	30	40.5	75
• Specified period	816	483	3,859	2,411	1,321	17.2	6,374	82.8	4,675	61.8	2,894	38.2	7,695
Total	7,650	4,270	37,265	17,752	11,964	17.8	55,258	82.2	44,915	67.1	22,022	32.9	67,222
Part-time													
• Indeterminate	23	19	943	611	45	2.7	1,624	97.3	966	60.5	630	39.5	1,669
• Seasonal	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
• Specified period	24	11	241	104	50	9.9	453	90.1	265	69.7	115	30.3	503
Total	47	30	1,185	715	95	4.4	2,078	95.6	1,232	62.3	745	37.7	2,173
total	7,697	4,300	38,450	18,467	12,059	17.4	57,338	82.6	46,147	67.0	22,767	33.0	69,397
Operational													
Full-time													
• Indeterminate	25,495	8,528	3,613	1,099	34,140	87.8	4,740	12.2	29,108	75.1	9,627	24.9	38,880
• Seasonal	565	187	82	16	762	88.3	101	11.7	647	76.1	203	23.9	863
• Specified period	1,788	401	148	45	2,281	91.2	219	8.8	1,936	81.3	446	18.7	2,500
Total	27,848	9,116	3,843	1,160	37,183	88.0	5,060	12.0	31,691	75.5	10,276	24.5	42,243
Part-time													
• Indeterminate	118	49	201	168	177	31.7	382	68.3	319	59.5	217	40.5	559
• Seasonal	2	0	4	0	2	33.3	4	66.7	6	100.0	0	0.0	6
• Specified period	20	8	30	15	35	33.0	71	67.0	50	68.5	23	31.5	106
Total	140	57	235	183	214	31.9	457	68.1	375	61.0	240	39.0	671
total	27,990	9,174	4,078	1,343	37,401	87.1	5,517	12.9	32,068	75.3	10,517	24.7	42,918
Other categories													
Full-time													
• Indeterminate	92,361	31,451	55,838	23,918	124,137	60.8	80,057	39.2	148,199	72.8	55,369	27.2	204,194
• Seasonal	792	247	145	55	1,053	83.8	203	16.2	937	75.6	302	24.4	1,256
• Specified period	4,406	1,590	5,151	2,934	6,158	42.7	8,252	57.3	9,557	67.9	4,524	32.1	14,410
Total	97,559	33,288	61,134	26,907	131,348	59.7	88,512	40.3	158,693	72.5	60,195	27.5	219,860
Part-time													
• Indeterminate	223	139	1,732	1,093	378	11.5	2,918	88.5	1,955	61.3	1,232	38.7	3,296
• Seasonal	50	11	12	0	61	83.6	12	16.4	62	84.9	11	15.1	73
• Specified period	83	30	363	145	142	18.0	649	82.0	446	71.8	175	28.2	791
Total	356	180	2,107	1,238	581	14.0	3,579	86.0	2,463	63.5	1,418	36.5	4,160
Grand total	97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify type of employment, occupational category and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.



Occupational category, group, sex and language group

Number and percentage of employees, by occupational category and group, sex and language group, 1984

Occupational category and group	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	*No.	%	No.	%	
Management													
Executive (EX)	1,671	448	99	40	2,119	93.8	139	6.2	1,770	78.4	488	21.6	2,258
Senior Management (SM)	1,531	332	129	31	1,863	92.1	160	7.9	1,660	82.1	363	17.9	2,023
Total	3,202	780	228	71	3,982	93.0	299	7.0	3,430	80.1	851	19.9	4,281
Scientific and Professional													
Actuarial Science (AC)	10	12	0	0	22	100.0	0	0.0	10	45.5	12	54.5	22
Agriculture (AG)	217	47	24	10	265	88.3	35	11.7	241	80.9	57	19.1	300
Architecture and Town Planning (AR)	255	61	26	14	316	88.8	40	11.2	281	78.9	75	21.1	356
Auditing (AU)	2,139	678	200	40	2,819	92.2	240	7.8	2,339	76.5	718	23.5	3,057
Biological Sciences (BI)	758	124	167	38	887	81.0	208	19.0	925	85.1	162	14.9	1,095
Chemistry (CH)	267	46	84	13	317	76.6	97	23.4	351	85.6	59	14.4	414
Defense Scientific Service (DS)	408	113	27	8	521	93.7	35	6.3	435	78.2	121	21.8	556
Dentistry (DE)	35	7	3	0	43	93.5	3	6.5	38	84.4	7	15.6	46
Economics, Sociology and Statistics (ES)	1,504	383	375	126	1,895	79.1	502	20.9	1,879	78.7	509	21.3	2,397
Education (ED)	858	469	799	482	1,337	50.5	1,311	49.5	1,657	63.5	951	36.5	2,648
Engineering and Land Surveying (EN)	2,361	477	78	30	2,849	96.3	108	3.7	2,439	82.8	507	17.2	2,957
Forestry (FO)	106	27	5	0	134	96.4	5	3.6	111	80.4	27	19.6	139
Historical Research (HR)	142	54	67	17	196	70.0	84	30.0	209	74.6	71	25.4	280
Home Economics (HE)	0	0	29	16	0	0.0	45	100.0	29	64.4	16	35.6	45
Law (LA)	401	146	157	53	548	72.1	212	27.9	558	73.7	199	26.3	760
Library Science (LS)	119	52	293	59	171	32.5	355	67.5	412	78.8	111	21.2	523
Mathematics (MA)	94	23	32	9	117	74.1	41	25.9	126	79.7	32	20.3	158
Medicine (MD)	208	60	35	3	274	87.5	39	12.5	243	79.4	63	20.6	313
Meteorology (MT)	407	117	24	12	524	93.6	36	6.4	431	77.0	129	23.0	560
Nursing (NU)	123	36	1,089	303	160	10.1	1,429	89.9	1,212	78.1	339	21.9	1,589
Occupational and Physical Therapy (OP)	3	0	13	8	3	12.5	21	87.5	16	66.7	8	33.3	24
Pharmacy (PH)	25	19	9	4	44	74.6	15	25.4	34	59.6	23	40.4	55
Physical Sciences (PC)	665	82	99	26	753	85.6	127	14.4	764	87.6	108	12.4	880
Psychology (PS)	55	21	15	13	76	72.4	29	27.6	70	67.3	34	32.7	105
Scientific Regulation (SG)	311	88	56	19	399	84.2	75	15.8	367	77.4	107	22.6	474
Scientific Research (SE)	1,804	155	78	10	1,969	95.6	91	4.4	1,882	91.9	165	8.1	2,060
Social Work (SW)	74	25	37	7	100	69.0	45	31.0	111	77.6	32	22.4	145
University Teaching (UT)	146	87	2	3	238	96.7	8	3.3	148	62.2	90	37.8	240
Veterinary Science (VS)	391	164	41	32	556	88.3	74	11.7	432	68.8	196	31.2	630
Total	13,886	3,573	3,864	1,355	17,533	76.8	5,310	23.2	17,750	78.3	4,928	21.7	22,844
Administrative and Foreign Service													
Administrative Services (AS)	4,332	1,867	3,264	1,828	6,211	54.9	5,103	45.1	7,596	67.3	3,695	32.7	11,314
Administrative Trainee (AT)	36	19	36	17	55	50.9	53	49.1	72	66.7	36	33.3	108
Commerce (CO)	1,497	419	238	70	1,931	86.0	314	14.0	1,735	78.0	489	22.0	2,245
Computer Systems Administration (CS)	1,892	541	538	199	2,438	76.8	738	23.2	2,430	76.7	740	23.3	3,170
Financial Administration (FI)	1,417	501	524	202	1,924	72.5	729	27.5	1,941	73.4	703	26.6	2,653
Foreign Service (FS)	813	269	139	36	1,083	86.1	175	13.9	952	75.7	305	24.3	1,258
Information Services (IS)	412	236	373	226	650	51.9	602	48.1	785	63.0	462	37.0	1,255
Organization and Methods (OM)	552	142	169	57	695	75.5	226	24.5	721	78.4	199	21.6	920
Personnel Administration (PE)	958	610	921	517	1,577	52.3	1,440	47.7	1,879	62.5	1,127	37.5	3,011
Program Administration (PM)	12,002	4,922	6,844	2,176	16,955	65.2	9,043	34.8	18,846	72.6	7,098	27.4	25,999
Purchasing and Supply (PG)	1,130	367	377	121	1,503	75.0	500	25.0	1,507	75.5	488	24.5	2,000

Table 11—Continued

Occupational category and group	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	*No.	%	No.	%	
Translation (TR)	87	507	80	542	594	48.8	623	51.2	167	13.7	1,049	86.3	1,217
Welfare Programs (WP)	948	349	413	152	1,305	69.4	575	30.6	1,361	73.1	501	26.9	1,880
Total	26,076	10,749	13,916	6,143	36,921	64.7	20,121	35.3	39,992	70.3	16,892	29.7	57,042
Technical													
Air Traffic Control (AI)	1,862	301	60	19	2,164	96.5	79	3.5	1,922	85.7	320	14.3	2,243
Aircraft Operations (AO)	425	92	14	5	518	96.3	20	3.7	439	81.9	97	18.1	538
Drafting and Illustration (DD)	1,188	340	192	57	1,533	85.8	253	14.2	1,380	77.7	397	22.3	1,786
Educational Support (EU)	11	2	43	5	13	20.6	50	79.4	54	88.5	7	11.5	63
Electronics (EL)	2,406	620	31	8	3,035	98.7	39	1.3	2,437	79.5	628	20.5	3,074
Engineering and Scientific Support (EG)	5,078	1,151	953	180	6,255	84.5	1,150	15.5	6,031	81.9	1,331	18.1	7,405
General Technical (GT)	2,013	488	321	78	2,506	86.3	399	13.7	2,334	80.5	566	19.5	2,905
Photography (PY)	97	44	18	3	141	86.5	22	13.5	115	71.0	47	29.0	163
Primary Products Inspection (PI)	1,875	650	145	54	2,540	92.6	203	7.4	2,020	74.2	704	25.8	2,743
Radio Operations (RO)	959	169	63	20	1,128	93.1	83	6.9	1,022	84.4	189	15.6	1,211
Ships' Officers (SO)	1,155	288	50	20	1,447	95.4	70	4.6	1,205	79.6	308	20.4	1,517
Social Science Support (SI)	778	351	753	295	1,129	51.7	1,054	48.3	1,531	70.3	646	29.7	2,183
Technical Inspection (TI)	1,119	363	26	5	1,485	98.0	31	2.0	1,145	75.7	368	24.3	1,516
Total	18,966	4,859	2,669	749	23,894	87.4	3,453	12.6	21,635	79.4	5,608	20.6	27,347
Administrative Support													
Clerical and Regulatory (CR)	6,495	3,815	27,512	12,702	10,364	20.4	40,503	79.6	34,007	67.3	16,517	32.7	50,867
Communications (CM)	339	89	241	58	428	58.8	300	41.2	580	79.8	147	20.2	728
Data Processing (DA)	616	280	1,639	633	902	28.1	2,308	71.9	2,255	71.2	913	28.8	3,210
Office Equipment Operation (OE)	129	78	140	66	208	46.5	239	53.5	269	65.1	144	34.9	447
Secretarial, Stenographic, Typing (ST)	118	38	8,918	5,008	157	1.1	13,988	98.9	9,036	64.2	5,046	35.8	14,145
Total	7,697	4,300	38,450	18,467	12,059	17.4	57,338	82.6	46,147	67.0	22,767	33.0	69,397
Operational													
Correction (CX)	2,706	1,478	415	114	4,207	88.8	533	11.2	3,121	66.2	1,592	33.8	4,740
Firefighters (FR)	1,240	201	6	2	1,448	99.5	8	0.5	1,246	86.0	203	14.0	1,456
General Labour and Trades (GL)	11,812	3,691	210	42	15,613	98.3	262	1.7	12,022	76.3	3,733	23.7	15,875
General Services (GS)	5,487	2,019	2,641	587	7,553	69.7	3,282	30.3	8,128	75.7	2,606	24.3	10,835
Heat, Power and Stationary Plant Operation (HP)	1,743	428	8	1	2,187	99.6	9	0.4	1,751	80.3	429	19.7	2,196
Hospital Services (HS)	242	486	606	311	748	44.2	943	55.8	848	51.6	797	48.4	1,691
Lightkeepers (LI)	367	37	7	0	404	98.3	7	1.7	374	91.0	37	9.0	411
Printing Operations (PR)	289	475	134	279	765	64.9	414	35.1	423	35.9	754	64.1	1,179
Ship Repair (SR)	2,319	34	8	0	2,360	99.7	8	0.3	2,327	98.6	34	1.4	2,368
Ships' Crews (SC)	1,785	325	43	7	2,116	97.6	51	2.4	1,828	84.6	332	15.4	2,167
Total	27,990	9,174	4,078	1,343	37,401	87.1	5,517	12.9	32,068	75.3	10,517	24.7	42,918
Grand total	97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category, occupational group and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

12

Occupational category and job location

Number and percentage of employees, by occupational category and job location, 1984

Occupational category	National Capital Region		Other locations		Total
	No.	%	No.	%	
Management	2,997	70.0	1,284	30.0	4,281
Scientific and Professional	8,995	39.4	13,848	60.6	22,843
Administrative and Foreign Service	22,712	39.8	34,330	60.2	57,042
Technical	6,611	24.2	20,736	75.8	27,347
Total (Officer Categories)	41,315	37.0	70,198	63.0	111,513
Administrative Support	25,644	37.0	43,753	63.0	69,397
Operational	4,990	11.6	37,928	88.4	42,918
Grand total*	72,089	32.2	151,937	67.8	224,026

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category.

13

The Management Category and women, francophones and indigenous people

Number and percentage of women, francophones and indigenous people in the Management Category, by group and level, 1983 and 1984

1983											
Group and level	Men		Women		Anglophones		Francophones		Indigenous people		Total employee in category
	No.	%	No.	%	No.	%	No.	%	No.	%	
EX-5*	76	98.7	1	1.3	59	76.6	18	23.4	0	0.0	7
EX-4	196	94.2	12	5.8	163	78.3	45	21.6	1	0.5	20
EX-3	474	97.5	12	2.5	378	77.8	108	22.2	2	0.4	48
EX-2	580	94.0	37	6.0	492	79.7	125	20.3	1	0.2	61
EX-1	700	92.6	56	7.4	588	77.8	168	22.2	4	0.5	75
SX (Unconverted)	14	100.0	0	0.0	9	64.2	5	35.7	0	0.0	14
SM	1,600	93.6	109	6.4	1,417	82.9	292	17.1	9	0.5	1,700
Total	3,640	94.1	227	5.9	3,106	80.3	761	19.7	17	0.4	3,867
1984											
EX-5*	89	100.0	0	0.0	68	76.4	21	23.6	0	0.0	89
EX-4	196	93.3	14	6.7	161	76.7	49	23.3	1	0.5	210
EX-3	498	96.7	17	3.3	408	79.2	107	20.8	3	0.6	515
EX-2	612	93.7	41	6.3	518	79.3	135	20.7	2	0.3	653
EX-1	718	91.5	67	8.5	611	77.8	174	22.2	5	0.6	785
SX (Unconverted)	6	100.0	0	0.0	4	66.7	2	33.3	0	0.0	6
SM	1,863	92.1	160	7.9	1,660	82.1	363	17.9	10	0.5	2,023
Total	3,982	93.0	299	7.0	3,430	80.1	851	19.9	21	0.5	4,281

*Includes 9 executives in 1983 and 10 in 1984 who are ranked as GX, which entitles them to the DM-1 salary range.

14

Language requirements of position, occupational category and language group

Number and percentage of employees, by occupational category, language requirements of position and language group, 1984

Occupational category	Language requirements of position	Anglophones		Francophones		Anglo- phones and Franco- phones	Total
		No.	%	No.	%		
Management	Bilingual	2,452	75.6	790	24.4	3,242	3,242
	English	761	99.0	8	1.0	769	769
	French	0	0.0	3	100.0	3	3
	English or French	119	79.3	31	20.7	150	150
	Total	3,430	80.1	851	19.9	4,281	4,281
Scientific and Professional	Bilingual	3,819	51.0	3,667	49.0	7,486	7,486
	English	12,532	98.1	243	1.9	12,775	12,775
	French	15	1.9	759	98.1	774	774
	English or French	649	80.1	161	19.9	810	810
	Total	17,750	78.3	4,928	21.7	22,678	22,843
Administrative and Foreign Service	Bilingual	9,203	41.1	13,209	58.9	22,412	22,412
	English	28,403	97.8	634	2.2	29,037	29,037
	French	17	0.7	2,364	99.3	2,381	2,381
	English or French	1,613	78.2	450	21.8	2,063	2,063
	Total	39,992	70.3	16,892	29.7	56,884	57,042
Technical	Bilingual	1,835	34.0	3,564	66.0	5,399	5,399
	English	18,249	97.3	502	2.7	18,751	18,751
	French	32	2.7	1,158	97.3	1,190	1,190
	English or French	1,123	78.5	308	21.5	1,431	1,431
	Total	21,635	79.4	5,608	20.6	27,243	27,347
Administrative Support	Bilingual	5,313	28.4	13,384	71.6	18,697	18,697
	English	35,913	95.7	1,595	4.3	37,508	37,508
	French	63	1.1	5,626	98.9	5,689	5,689
	English or French	2,796	66.3	1,423	33.7	4,219	4,219
	Total	46,147	67.0	22,767	33.0	68,914	69,397
Operational	Bilingual	696	25.0	2,093	75.0	2,789	2,789
	English	28,147	97.9	602	2.1	28,749	28,749
	French	167	2.9	5,678	97.1	5,845	5,845
	English or French	1,857	49.9	1,866	50.1	3,723	3,723
	Total	32,068	75.3	10,517	24.7	42,585	42,918
All Categories	Bilingual	23,377	38.9	36,758	61.1	60,135	60,135
	English	124,045	97.2	3,584	2.8	127,629	127,629
	French	294	1.9	15,588	98.1	15,882	15,882
	English or French	8,159	65.8	4,239	34.2	12,398	12,398
	Grand total	161,158	72.3	61,614	27.7	222,772	224,026

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category, language requirements of position and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

15

The Management Category, sex and language group

Number and percentage of employees in the Management Category, by department, sex and language group, 1984

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	186	27	4	2	213	97.3	6	2.7	190	86.8	29	13.2	219
Canada Labour Relations Board	6	1	0	0	7	100.0	0	0.0	6	85.7	1	14.3	7
Canadian Aviation Safety Board	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
Canadian Grain Commission	6	0	0	0	6	100.0	0	0.0	6	100.0	0	0.0	6
Canadian Human Rights Commission	2	1	1	0	3	75.0	1	25.0	3	75.0	1	25.0	4
Canadian International Development Agency	63	37	4	3	100	93.5	7	6.5	67	62.6	40	37.4	107
Canadian Pension Commission	2	1	1	0	3	75.0	1	25.0	3	75.0	1	25.0	4
Canadian Radio-television and Telecommunications Commission	19	9	1	0	28	96.6	1	3.4	20	69.0	9	31.0	29
Communications	37	5	0	0	42	100.0	0	0.0	37	88.1	5	11.9	42
Consumer and Corporate Affairs	65	28	8	2	93	90.3	10	9.7	73	70.9	30	29.1	103
Corrections Service of Canada	59	15	5	4	74	89.2	9	10.8	64	77.1	19	22.9	83
Employment and Immigration	51	19	3	2	70	93.3	5	6.7	54	72.0	21	28.0	75
Energy, Mines and Resources	138	60	17	3	198	90.8	20	9.2	155	71.1	63	28.9	218
Environment	165	15	7	0	180	96.3	7	3.7	172	92.0	15	8.0	187
External Affairs	209	33	8	2	242	96.0	10	4.0	217	86.1	35	13.9	252
Federal Court	141	33	4	2	174	96.7	6	3.3	145	80.6	35	19.4	180
Federal-Provincial Relations Office	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Finance	12	8	4	1	20	80.0	5	20.0	16	64.0	9	36.0	25
Fisheries and Oceans	71	12	5	0	83	94.3	5	5.7	76	86.4	12	13.6	88
Foreign Investment Review Agency	120	17	2	1	137	97.9	3	2.1	122	87.1	18	12.9	140
Immigration Appeal Board	14	1	1	0	15	93.8	1	6.3	15	93.8	1	6.3	16
Indian Affairs and Northern Development	1	0	1	0	1	50.0	1	50.0	2	100.0	0	0.0	2
Insurance	129	25	10	3	154	92.2	13	7.8	139	83.2	28	16.8	167
International Joint Commission	9	0	0	0	9	100.0	0	0.0	9	100.0	0	0.0	9
Justice	3	0	0	0	3	100.0	0	0.0	3	100.0	0	0.0	3
Labour	9	6	0	2	15	88.2	2	11.8	9	52.9	8	47.1	17
National Defence (civilian)	25	9	7	0	34	82.9	7	17.1	32	78.0	9	22.0	41
National Energy Board	125	17	1	0	142	99.3	1	0.7	126	88.1	17	11.9	143
National Health and Welfare	23	0	0	0	23	100.0	0	0.0	23	100.0	0	0.0	23
National Library of Canada	112	20	15	5	132	86.8	20	13.2	127	83.6	25	16.4	152
National Museums of Canada	4	0	4	1	4	44.4	5	55.6	8	88.9	1	11.1	9
National Parole Board	21	4	2	0	25	92.6	2	7.4	23	85.2	4	14.8	27
National Revenue (Customs and Excise)	6	1	0	1	7	87.5	1	12.5	6	75.0	2	25.0	8
National Revenue (Taxation)	87	18	4	1	105	95.5	5	4.5	91	82.7	19	17.3	110
Office of the Chief Electoral Officer	87	27	5	0	114	95.8	5	4.2	92	77.3	27	22.7	119
Office of the Commissioner for Federal Judicial Affairs	0	3	0	0	3	100.0	0	0.0	0	0.0	3	100.0	3
Office of the Commissioner of Official Languages	0	1	0	0	1	100.0	0	0.0	0	0.0	1	100.0	1
Office of the Coordinator, Status of Women	3	10	1	2	13	81.3	3	18.8	4	25.0	12	75.0	16
Office of the Secretary to the Governor General	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Offices of the Information and Privacy Commissioners	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
Privy Council Office	3	0	0	0	3	100.0	0	0.0	3	100.0	0	0.0	3
	33	8	20	2	41	65.1	22	34.9	53	84.1	10	15.9	63

Table 15—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Public Archives of Canada	13	4	1	0	17	94.4	1	5.6	14	77.8	4	22.2	18
Public Service Commission	34	25	9	8	59	77.6	17	22.4	43	56.6	33	43.4	76
Public Service Staff Relations Board	7	4	0	0	11	100.0	0	0.0	7	63.6	4	36.4	11
Public Works	108	25	2	0	133	98.5	2	1.5	110	81.5	25	18.5	135
Regional Industrial Expansion	221	63	13	4	284	94.4	17	5.6	234	77.7	67	22.3	301
Royal Canadian Mounted Police (Public Service employees)	0	1	0	0	1	100.0	0	0.0	0	0.0	1	100.0	1
Science and Technology	17	3	3	0	20	87.0	3	13.0	20	87.0	3	13.0	23
Secretary of State of Canada	28	26	5	3	54	87.1	8	12.9	33	53.2	29	46.8	62
Solicitor General	21	3	2	0	24	92.3	2	7.7	23	88.5	3	11.5	26
Statistics Canada	60	16	6	2	76	90.5	8	9.5	66	78.6	18	21.4	84
Supply and Services	195	45	4	2	240	97.6	6	2.4	199	80.9	47	19.1	246
Tariff Board	1	1	0	0	2	100.0	0	0.0	1	50.0	1	50.0	2
Transport	237	49	9	2	286	96.3	11	3.7	246	82.8	51	17.2	297
Treasury Board (Office of the Comptroller General)	62	6	3	2	68	93.2	5	6.8	65	89.0	8	11.0	73
Treasury Board (Secretariat)	119	32	23	8	151	83.0	31	17.0	142	78.0	40	22.0	182
Veterans Affairs	28	6	2	1	34	91.9	3	8.1	30	81.1	7	18.9	37
Total	3,202	780	228	71	3,982	93.0	299	7.0	3,430	80.1	851	19.9	4,281



The Scientific and Professional Category, sex and language group

Number and percentage of employees in the Scientific and Professional Category, by department, sex and language group, 1984

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	1,597	356	198	81	1,961	87.4	283	12.6	1,795	80.4	437	19.6	2,244
Bureau of Pensions Advocates	25	7	7	3	32	76.2	10	23.8	32	76.2	10	23.8	42
Canada Labour Relations Board	1	1	1	0	2	66.7	1	33.3	2	66.7	1	33.3	3
Canadian Aviation Safety Board	7	0	0	2	7	77.8	2	22.2	7	77.8	2	22.2	9
Canadian Grain Commission	21	0	5	0	25	80.6	6	19.4	26	100.0	0	0.0	31
Canadian Human Rights Commission	3	1	2	0	4	66.7	2	33.3	5	83.3	1	16.7	6
Canadian International Development Agency	35	26	3	2	62	92.5	5	7.5	38	57.6	28	42.4	67
Canadian Pension Commission	30	3	5	0	34	87.2	5	12.8	35	92.1	3	7.9	39
Canadian Radio-television and Telecommunications Commission	28	7	6	0	35	85.4	6	14.6	34	82.9	7	17.1	41
Canadian Transport Commission	112	30	12	10	142	86.6	22	13.4	124	75.6	40	24.4	164
Communications	275	67	15	3	342	95.0	18	5.0	290	80.6	70	19.4	360
Consumer and Corporate Affairs	163	36	29	11	199	83.3	40	16.7	192	80.3	47	19.7	239
Correctional Service of Canada	275	125	268	74	401	53.7	346	46.3	543	73.2	199	26.8	747
Employment and Immigration	117	46	37	14	164	75.9	52	24.1	154	72.0	60	28.0	216
Energy, Mines and Resources	1,074	155	136	29	1,231	88.2	165	11.8	1,210	86.8	184	13.2	1,396
Environment	1,779	390	166	63	2,171	90.4	230	9.6	1,945	81.1	453	18.9	2,401
External Affairs	33	6	18	1	41	68.3	19	31.7	51	87.9	7	12.1	60
Federal-Provincial Relations Office	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Finance	157	38	35	10	195	80.9	46	19.1	192	80.0	48	20.0	241
Fisheries and Oceans	855	91	92	14	948	89.8	108	10.2	947	90.0	105	10.0	1,056
Foreign Investment Review Agency	5	0	1	0	5	83.3	1	16.7	6	100.0	0	0.0	6
Immigration Appeal Board	0	2	1	0	2	66.7	1	33.3	1	33.3	2	66.7	3
Indian Affairs and Northern Development	834	74	671	56	926	55.0	757	45.0	1,505	92.0	130	8.0	1,683
Insurance	10	10	0	0	20	100.0	0	0.0	10	50.0	10	50.0	20
International Joint Commission	4	0	1	0	9	81.8	2	18.2	5	100.0	0	0.0	11
Justice	357	128	147	43	486	71.7	192	28.3	504	74.7	171	25.3	678
Labour	34	6	4	3	40	85.1	7	14.9	38	80.9	9	19.1	47
Law Reform Commission of Canada	0	1	1	0	1	50.0	1	50.0	1	50.0	1	50.0	2
Ministry of State for Economic Development	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
National Defence (civilian)	1,048	356	210	124	1,409	80.7	337	19.3	1,258	72.4	480	27.6	1,746
National Energy Board	98	14	15	3	114	86.4	18	13.6	113	86.9	17	13.1	132
National Health and Welfare	723	166	930	135	898	44.9	1,102	55.1	1,653	84.6	301	15.4	2,000
National Library of Canada	47	18	102	23	65	34.2	125	65.8	149	78.4	41	21.6	190
National Museums of Canada	56	8	32	4	64	64.0	36	36.0	88	88.0	12	12.0	100
National Parole Board	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
National Revenue (Customs and Excise)	412	112	46	13	525	89.9	59	10.1	458	78.6	125	21.4	584
National Revenue (Taxation)	1,621	514	159	33	2,135	91.7	192	8.3	1,780	76.5	547	23.5	2,327
Office of the Chief Electoral Officer	0	0	0	1	0	0.0	1	100.0	0	0.0	1	100.0	1
Office of the Commissioner for Federal Judicial Affairs	1	1	1	2	2	40.0	3	60.0	2	40.0	3	60.0	5
Office of the Commissioner of Official Languages	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Office of the Coordinator, Status of Women	0	0	2	2	0	0.0	4	100.0	2	50.0	2	50.0	4
Offices of the Information and Privacy Commissioners	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2

Table 16—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Privy Council Office	2	0	1	0	2	66.7	1	33.3	3	100.0	0	0.0	3
Public Archives of Canada	55	20	30	6	75	67.6	36	32.4	85	76.6	26	23.4	111
Public Service Commission	82	218	86	301	300	43.7	387	56.3	168	24.5	519	75.5	687
Public Service Staff Relations Board	3	0	1	2	3	50.0	3	50.0	4	66.7	2	33.3	6
Public Works	494	106	24	9	602	94.8	33	5.2	518	81.8	115	18.2	635
Regional Industrial Expansion	53	25	17	5	78	78.0	22	22.0	70	70.0	30	30.0	100
Restrictive Trade Practices Commission	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Royal Canadian Mounted Police (Public Service employees)	13	3	12	2	16	53.3	14	46.7	25	83.3	5	16.7	30
Science and Technology	3	0	0	0	3	100.0	0	0.0	3	100.0	0	0.0	3
Secretary of State of Canada	9	10	6	8	19	57.6	14	42.4	15	45.5	18	54.5	33
Solicitor General	18	2	12	1	20	60.6	13	39.4	30	90.9	3	9.1	33
Statistics Canada	438	152	144	56	591	74.7	200	25.3	582	73.7	208	26.3	791
Supply and Services	138	55	17	5	193	89.8	22	10.2	155	72.1	60	27.9	215
Supreme Court	1	3	3	1	4	50.0	4	50.0	4	50.0	4	50.0	8
Tariff Board	8	1	0	0	9	100.0	0	0.0	8	88.9	1	11.1	9
Transport	634	138	54	30	776	90.2	84	9.8	688	80.4	168	19.6	860
Treasury Board (Office of the Comptroller General)	3	1	0	0	4	100.0	0	0.0	3	75.0	1	25.0	4
Treasury Board (Secretariat)	31	3	1	1	34	94.4	2	5.6	32	88.9	4	11.1	36
Veterans Affairs	57	41	96	169	100	27.1	269	72.9	153	42.1	210	57.9	369
War Veterans Allowance Board	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Total	13,886	3,573	3,864	1,355	17,533	76.8	5,310	23.2	17,750	78.3	4,928	21.7	22,843

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

—For language group, percentage is based on the total of employees whose first official language is known.



The Administrative and Foreign Service Category, sex and language group

Number and percentage of employees in the Administrative and Foreign Service Category, by department, sex and language group, 1984

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	484	146	206	67	631	69.8	273	30.2	690	76.4	213	23.6	903
Bureau of Pensions Advocates	5	3	12	3	8	34.8	15	65.2	17	73.9	6	26.1	23
Canada Labour Relations Board	9	5	3	10	14	51.9	13	48.1	12	44.4	15	55.6	27
Canadian Aviation Safety Board	4	0	7	1	4	33.3	8	66.7	11	91.7	1	8.3	19
Canadian Grain Commission	20	3	7	0	25	78.1	7	21.9	27	90.0	3	10.0	30
Canadian Human Rights Commission	25	12	34	14	37	43.5	48	56.5	59	69.4	26	30.6	85
Canadian Intergovernmental Conference Secretariat	2	3	1	4	5	50.0	5	50.0	3	30.0	7	70.0	10
Canadian International Development Agency	197	168	92	105	366	65.0	197	35.0	289	51.4	273	48.6	562
Canadian Pension Commission	33	8	20	3	41	64.1	23	35.9	53	82.8	11	17.2	64
Canadian Radio-television and Telecommunications Commission	73	57	31	46	133	63.0	78	37.0	104	50.2	103	49.8	207
Canadian Transport Commission	102	48	55	28	150	64.4	83	35.6	157	67.4	76	32.6	233
Communications	195	88	124	83	284	57.8	207	42.2	319	65.1	171	34.9	490
Consumer and Corporate Affairs	280	146	125	106	426	64.8	231	35.2	405	61.6	252	38.4	657
Correctional Service of Canada	1,021	447	323	180	1,470	74.5	503	25.5	1,344	68.2	627	31.8	1,971
Employment and Immigration	4,645	2,445	3,627	1,441	7,104	58.3	5,077	41.7	8,272	68.0	3,886	32.0	12,158
Energy, Mines and Resources	395	131	236	93	527	61.4	331	38.6	631	73.8	224	26.2	855
Environment	739	259	355	167	1,000	65.7	523	34.3	1,094	72.0	426	28.0	1,520
External Affairs	1,176	401	264	88	1,581	81.7	354	18.3	1,440	74.7	489	25.3	1,929
Federal Court	23	13	14	13	36	57.1	27	42.9	37	58.7	26	41.3	63
Federal-Provincial Relations Office	4	3	3	2	7	58.3	5	41.7	7	58.3	5	41.7	12
Finance	83	33	63	42	117	52.5	106	47.5	146	66.1	75	33.9	221
Fisheries and Oceans	457	136	179	61	594	71.2	240	28.8	636	76.4	197	23.6	833
Foreign Investment Review Agency	31	9	12	4	40	71.4	16	28.6	43	76.8	13	23.2	56
Immigration Appeal Board	6	4	5	0	10	66.7	5	33.3	11	73.3	4	26.7	15
Indian Affairs and Northern Development	833	200	527	114	1,054	61.6	658	38.4	1,360	81.2	314	18.8	1,674
Insurance	75	19	22	10	95	74.8	32	25.2	97	77.0	29	23.0	126
International Joint Commission	1	0	2	0	3	60.0	2	40.0	3	100.0	0	0.0	3
Justice	29	29	32	27	58	49.6	59	50.4	61	52.1	56	47.9	117
Labour	175	67	84	24	242	69.1	108	30.9	259	74.0	91	26.0	350
Law Reform Commission of Canada	1	1	2	2	2	33.3	4	66.7	3	50.0	3	50.0	7
Ministry of State for Economic Development	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
National Defence (civilian)	1,225	287	314	120	1,513	77.6	436	22.4	1,539	79.1	407	20.9	1,946
National Energy Board	69	13	29	6	82	69.5	36	30.5	98	83.8	19	16.2	117
National Health and Welfare	645	233	601	240	885	50.9	852	49.1	1,246	72.5	473	27.5	1,719
National Library of Canada	19	9	17	10	28	50.9	27	49.1	36	65.5	19	34.5	55
National Museums of Canada	59	42	84	36	101	45.7	120	54.3	143	64.7	78	35.3	221
National Parole Board	31	14	24	19	45	51.1	43	48.9	55	62.5	33	37.5	88
National Revenue (Customs and Excise)	3,231	1,225	1,228	306	4,456	74.4	1,535	25.6	4,459	74.4	1,531	25.6	5,990
National Revenue (Taxation)	3,271	1,075	1,942	562	4,350	63.5	2,505	36.5	5,213	76.1	1,637	23.9	6,850
Office of the Chief Electoral Officer	0	6	4	2	6	50.0	6	50.0	4	33.3	8	66.7	14
Office of the Commissioner for Federal Judicial Affairs	0	2	0	1	2	66.7	1	33.3	0	0.0	3	100.0	3
Office of the Commissioner of Official Languages	9	31	11	22	40	54.8	33	45.2	20	27.4	53	72.6	73

Table 17—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Office of the Coordinator, Status of Women	0	0	8	9	0	0.0	17	100.0	8	47.1	9	52.9	17
Office of the Secretary to the Governor General	0	4	1	6	5	35.7	9	64.3	1	9.1	10	90.9	14
Offices of the Information and Privacy Commissioners	12	5	2	1	17	85.0	3	15.0	14	70.0	6	30.0	20
Pension Review Board	0	1	0	1	1	50.0	1	50.0	0	0.0	2	100.0	2
Privy Council Office	21	17	24	13	38	50.7	37	49.3	45	60.0	30	40.0	75
Public Archives of Canada	72	33	27	21	105	68.6	48	31.4	99	64.7	54	35.3	153
Public Service Commission	246	208	196	201	455	53.4	397	46.6	442	51.9	409	48.1	852
Public Service Staff Relations Board	5	8	7	7	13	48.1	14	51.9	12	44.4	15	55.6	27
Public Works	845	270	313	92	1,117	73.4	405	26.6	1,158	76.2	362	23.8	1,522
Regional Industrial Expansion	782	266	240	132	1,051	73.7	375	26.3	1,022	72.0	398	28.0	1,426
Restrictive Trade Practices Commission	1	1	0	3	2	40.0	3	60.0	1	20.0	4	80.0	5
Royal Canadian Mounted Police (Public Service employees)	99	24	92	43	123	47.7	135	52.3	191	74.0	67	26.0	258
Science and Technology	6	1	4	5	7	43.8	9	56.3	10	62.5	6	37.5	16
Secretary of State of Canada	254	633	327	715	887	46.0	1,043	54.0	581	30.1	1,348	69.9	1,930
Solicitor General	45	9	36	16	57	51.8	53	48.2	81	76.4	25	23.6	110
Statistics Canada	335	165	178	103	502	64.0	282	36.0	513	65.7	268	34.3	784
Supply and Services	1,677	647	747	378	2,330	67.4	1,127	32.6	2,424	70.3	1,025	29.7	3,457
Supreme Court	2	2	1	3	4	50.0	4	50.0	3	37.5	5	62.5	8
Tariff Board	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Tax Court of Canada	2	6	2	1	8	72.7	3	27.3	4	36.4	7	63.6	11
Transport	1,340	432	612	221	1,779	68.0	836	32.0	1,952	74.9	653	25.1	2,615
Treasury Board (Office of the Comptroller General)	21	7	14	8	28	56.0	22	44.0	35	70.0	15	30.0	50
Treasury Board (Secretariat)	152	66	96	44	218	60.9	140	39.1	248	69.3	110	30.7	358
Veterans Affairs	421	113	248	54	535	63.9	302	36.1	669	80.0	167	20.0	837
Veterans' Land Administration	48	9	13	1	58	80.6	14	19.4	61	85.9	10	14.1	72
War Veterans Allowance Board	7	1	6	3	8	47.1	9	52.9	13	76.5	4	23.5	17
total	26,076	10,749	13,916	6,143	36,921	64.7	20,121	35.3	39,992	70.3	16,892	29.7	57,042

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

—For language group, percentage is based on the total of employees whose first official language is known.



The Technical Category, sex and language group

Number and percentage of employees in the Technical Category, by department, sex and language group, 1984

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	2,059	699	455	99	2,773	83.3	555	16.7	2,514	75.9	798	24.1	3,322
Canadian Aviation Safety Board	46	12	3	1	58	93.5	4	6.5	49	79.0	13	21.0	63
Canadian Grain Commission	306	19	54	1	333	84.5	61	15.5	360	94.7	20	5.3	399
Canadian Human Rights Commission	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Canadian International Development Agency	3	7	2	7	10	52.6	9	47.4	5	26.3	14	73.7	19
Canadian Radio-television and Telecommunications Commission	3	4	1	2	7	70.0	3	30.0	4	40.0	6	60.0	10
Canadian Transport Commission	73	13	12	2	86	86.0	14	14.0	85	85.0	15	15.0	100
Communications	450	123	25	5	573	95.0	30	5.0	475	78.8	128	21.2	603
Consumer and Corporate Affairs	371	143	33	12	514	91.9	45	8.1	404	72.3	155	27.7	559
Correctional Service of Canada	42	24	10	4	66	81.5	15	18.5	52	65.0	28	35.0	80
Employment and Immigration	27	20	18	9	47	63.5	27	36.5	45	60.8	29	39.2	74
Energy, Mines and Resources	683	219	132	24	904	85.3	156	14.7	815	77.0	243	23.0	1,066
Environment	2,098	409	293	65	2,509	87.5	359	12.5	2,391	83.5	474	16.5	2,865
External Affairs	105	14	21	8	119	80.4	29	19.6	126	85.1	22	14.9	148
Federal Court	2	1	3	1	3	42.9	4	57.1	5	71.4	2	28.6	7
Finance	18	11	13	2	29	64.4	16	35.6	31	70.5	13	29.5	44
Fisheries and Oceans	1,632	197	175	37	1,831	89.6	212	10.4	1,807	88.5	234	11.5	2,041
Foreign Investment Review Agency	0	0	4	0	0	0.0	4	100.0	4	100.0	0	0.0	4
Immigration Appeal Board	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Indian Affairs and Northern Development	220	31	79	10	252	73.5	91	26.5	299	87.9	41	12.1	340
Insurance	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
International Joint Commission	1	0	1	0	2	66.7	1	33.3	2	100.0	0	0.0	2
Justice	7	5	42	14	12	17.6	56	82.4	49	72.1	19	27.9	68
Labour	18	7	13	6	25	56.8	19	43.2	31	70.5	13	29.5	44
Law Reform Commission of Canada	0	0	0	1	0	0.0	1	100.0	0	0.0	1	100.0	1
National Defence (civilian)	2,175	588	125	29	2,774	94.7	154	5.3	2,300	78.8	617	21.2	2,917
National Energy Board	15	2	8	2	17	63.0	10	37.0	23	85.2	4	14.8	27
National Health and Welfare	314	81	247	53	403	56.2	314	43.8	561	80.7	134	19.3	695
National Library of Canada	8	2	23	17	10	20.0	40	80.0	31	62.0	19	38.0	50
National Museums of Canada	163	27	95	18	190	62.7	113	37.3	258	85.1	45	14.9	303
National Parole Board	1	0	2	0	1	33.3	2	66.7	3	100.0	0	0.0	3
National Revenue (Customs and Excise)	3	6	6	3	9	50.0	9	50.0	9	50.0	9	50.0	18
National Revenue (Taxation)	136	48	20	4	184	88.5	24	11.5	156	75.0	52	25.0	208
Office of the Chief Electoral Officer	4	4	0	0	8	100.0	0	0.0	4	50.0	4	50.0	8
Office of the Commissioner for Federal Judicial Affairs	0	0	0	1	0	0.0	1	100.0	0	0.0	1	100.0	1
Office of the Coordinator, Status of Women	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Office of the Secretary to the Governor General	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
Offices of the Information and Privacy Commissioners	0	0	0	0	0	0.0	1	100.0	0	0.0	0	0.0	1
Privy Council Office	2	2	1	1	4	66.7	2	33.3	3	50.0	3	50.0	6
Public Archives of Canada	57	25	24	20	82	65.1	44	34.9	81	64.3	45	35.7	126
Public Service Commission	18	21	9	8	39	69.6	17	30.4	27	48.2	29	51.8	56
Public Service Staff Relations Board	2	2	0	0	4	100.0	0	0.0	2	50.0	2	50.0	4

Table 18—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Public Works	845	229	56	9	1,077	94.2	66	5.8	901	79.1	238	20.9	1,143
Regional Industrial Expansion	26	16	18	6	42	63.6	24	36.4	44	66.7	22	33.3	66
Royal Canadian Mounted Police (Public Service employees)	40	6	21	7	46	62.2	28	37.8	61	82.4	13	17.6	74
Secretary of State of Canada	4	8	10	20	12	28.6	30	71.4	14	33.3	28	66.7	42
Solicitor General	0	0	3	3	0	0.0	6	100.0	3	50.0	3	50.0	6
Statistics Canada	283	178	235	102	462	57.5	342	42.5	518	64.9	280	35.1	804
Supply and Services	87	46	22	12	133	79.2	35	20.8	109	65.3	58	34.7	168
Supreme Court	0	2	1	2	2	40.0	3	60.0	1	20.0	4	80.0	5
Tariff Board	2	1	2	0	3	60.0	2	40.0	4	80.0	1	20.0	5
Tax Court of Canada	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Transport	6,602	1,600	340	105	8,217	94.9	446	5.1	6,942	80.3	1,705	19.7	8,663
Treasury Board (Office of the Comptroller General)	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Treasury Board (Secretariat)	6	1	1	5	7	53.8	6	46.2	7	53.8	6	46.2	13
Veterans Affairs	4	6	6	12	10	35.7	18	64.3	10	35.7	18	64.3	28
War Veterans Allowance Board	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
Total	18,966	4,859	2,669	749	23,894	87.4	3,453	12.6	21,635	79.4	5,608	20.6	27,347

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

—For language group, percentage is based on the total of employees whose first official language is known.



The Administrative Support Category, sex and language group

Number and percentage of employees in the Administrative Support Category, by department, sex and language group, 1984

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	141	74	1,115	347	218	12.8	1,479	87.2	1,256	74.9	421	25.1	1,697
Bureau of Pensions Advocates	2	0	37	13	2	3.8	50	96.2	39	75.0	13	25.0	52
Canada Labour Relations Board	0	6	13	27	6	12.8	41	87.2	13	28.3	33	71.7	44
Canadian Aviation Safety Board	1	0	6	10	1	5.9	16	94.1	7	41.2	10	58.8	17
Canadian Grain Commission	16	2	84	9	19	15.7	102	84.3	100	90.1	11	9.9	111
Canadian Human Rights Commission	4	3	18	19	7	15.9	37	84.1	22	50.0	22	50.0	49
Canadian Intergovernmental Conference Secretariat	1	3	1	7	4	33.3	8	66.7	2	16.7	10	83.3	12
Canadian International Development Agency	25	32	104	225	57	14.8	329	85.2	129	33.4	257	66.6	386
Canadian Pension Commission	30	13	166	26	43	18.1	194	81.9	196	83.4	39	16.6	235
Canadian Radio-television and Telecommunications Commission	5	13	35	62	18	15.5	98	84.5	40	34.8	75	65.2	115
Canadian Transport Commission	20	24	110	93	44	17.8	203	82.2	130	52.6	117	47.4	247
Communications	48	36	312	219	84	13.7	531	86.3	360	58.5	255	41.5	615
Consumer and Corporate Affairs	69	79	353	379	148	16.8	732	83.2	422	48.0	458	52.0	880
Correctional Service of Canada	114	51	901	493	165	10.5	1,399	89.5	1,015	65.1	544	34.9	1,559
Employment and Immigration	1,078	836	6,372	3,518	1,924	16.2	9,934	83.8	7,450	63.1	4,354	36.9	11,804
Energy, Mines and Resources	147	89	658	315	236	19.5	975	80.5	805	66.6	404	33.4	1,210
Environment	211	97	1,101	450	310	16.6	1,556	83.4	1,312	70.6	547	29.4	1,860
External Affairs	378	172	838	445	551	30.0	1,287	70.0	1,216	66.3	617	33.7	1,833
Federal Court	10	7	28	36	17	21.0	64	79.0	38	46.9	43	53.1	81
Federal-Provincial Relations Office	2	5	5	16	7	25.0	21	75.0	7	25.0	21	75.0	28
Finance	19	18	104	115	37	14.4	220	85.6	123	48.0	133	52.0	256
Fisheries and Oceans	90	33	714	233	123	11.4	952	88.6	804	75.1	266	24.9	1,070
Foreign Investment Review Agency	4	0	30	12	4	8.7	42	91.3	34	73.9	12	26.1	46
Immigration Appeal Board	6	2	19	14	8	19.5	33	80.5	25	61.0	16	39.0	41
Indian Affairs and Northern Development	97	48	957	232	148	10.9	1,209	89.1	1,054	79.0	280	21.0	1,334
Insurance	8	2	32	14	10	17.9	46	82.1	40	71.4	16	28.6	56
International Joint Commission	2	0	5	0	3	18.8	13	81.3	7	100.0	0	0.0	10
Justice	20	20	279	178	40	8.0	457	92.0	299	60.2	198	39.8	497
Labour	26	11	161	118	37	11.7	279	88.3	187	59.2	129	40.8	316
Law Reform Commission of Canada	2	3	8	16	5	17.2	24	82.8	10	34.5	19	65.5	29
National Defence (civilian)	1,172	382	5,588	1,463	1,555	18.0	7,087	82.0	6,760	78.6	1,845	21.4	8,605
National Energy Board	8	6	64	36	14	12.3	100	87.7	72	63.2	42	36.8	114
National Health and Welfare	402	238	2,294	823	645	16.8	3,185	83.2	2,696	71.8	1,061	28.2	3,757
National Library of Canada	28	15	77	94	43	20.1	171	79.9	105	49.1	109	50.9	214
National Museums of Canada	17	6	96	89	23	11.1	185	88.9	113	54.3	95	45.7	208
National Parole Board	13	7	84	64	20	11.9	148	88.1	97	57.7	71	42.3	168
National Revenue (Customs and Excise)	418	159	1,808	703	577	18.7	2,512	81.3	2,226	72.1	862	27.9	3,088
National Revenue (Taxation)	925	400	3,778	1,628	1,336	19.8	5,420	80.2	4,703	69.9	2,028	30.1	6,731
Office of the Chief Electoral Officer	3	9	2	18	12	37.5	20	62.5	5	15.6	27	84.4	32
Office of the Commissioner for Federal Judicial Affairs	1	0	3	7	1	9.1	10	90.9	4	36.4	7	63.6	11
Office of the Commissioner of Official Languages	2	9	6	29	11	23.9	35	76.1	8	17.4	38	82.6	46
Office of the Coordinator, Status of Women	0	0	2	8	0	0.0	10	100.0	2	20.0	8	80.0	10

Table 19—Continued

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Office of the Secretary to the Governor General	2	1	11	26	4	8.9	41	91.1	13	32.5	27	67.5	45
Offices of the Information and Privacy Commissioners	0	2	6	8	2	12.5	14	87.5	6	37.5	10	62.5	16
Pension Review Board	0	2	6	6	2	14.3	12	85.7	6	42.9	8	57.1	14
Privy Council Office	19	30	58	79	49	26.3	137	73.7	77	41.4	109	58.6	186
Public Archives of Canada	105	48	93	105	153	43.6	198	56.4	198	56.4	153	43.6	351
Public Service Commission	35	62	215	449	97	12.7	664	87.3	250	32.9	511	67.1	761
Public Service Staff Relations Board	3	6	15	17	9	22.0	32	78.0	18	43.9	23	56.1	41
Public Works	202	73	861	293	277	19.2	1,164	80.8	1,063	74.4	366	25.6	1,441
Regional Industrial Expansion Commission	51	58	556	311	110	11.2	869	88.8	607	62.2	369	37.8	979
Restrictive Trade Practices Commission	3	0	3	3	3	33.3	6	66.7	6	66.7	3	33.3	9
Royal Canadian Mounted Police (Public Service employees)	148	97	2,153	586	245	8.2	2,753	91.8	2,301	77.1	683	22.9	2,998
Science and Technology	1	2	5	7	3	20.0	12	80.0	6	40.0	9	60.0	15
Secretary of State of Canada	45	56	282	665	101	9.6	947	90.4	327	31.2	721	68.8	1,048
Solicitor General	11	2	43	35	13	14.0	80	86.0	54	59.3	37	40.7	93
Statistics Canada	285	192	873	635	478	23.5	1,552	76.5	1,158	58.3	827	41.7	2,030
Supply and Services	618	482	2,079	1,466	1,116	23.5	3,634	76.5	2,697	58.1	1,948	41.9	4,750
Supreme Court	4	2	8	14	7	23.3	23	76.7	12	42.9	16	57.1	30
Tariff Board	1	1	5	5	2	15.4	11	84.6	6	50.0	6	50.0	13
Tax Court of Canada	1	2	13	15	3	9.7	28	90.3	14	45.2	17	54.8	31
Transport	389	177	1,945	795	568	17.1	2,749	82.9	2,334	70.6	972	29.4	3,317
Treasury Board (Office of the Comptroller General)	3	2	13	15	5	15.2	28	84.8	16	48.5	17	51.5	33
Treasury Board (Secretariat)	17	13	81	97	30	14.4	178	85.6	98	47.1	110	52.9	208
Veterans Affairs	166	77	674	223	243	21.3	898	78.7	840	73.7	300	26.3	1,141
Veterans' Land Administration	21	2	78	6	23	21.3	85	78.7	99	92.5	8	7.5	108
War Veterans Allowance Board	2	1	6	3	3	25.0	9	75.0	8	66.7	4	33.3	12
Total	7,697	4,300	38,450	18,467	12,059	17.4	57,338	82.6	46,147	67.0	22,767	33.0	69,397

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

—For language group, percentage is based on the total of employees whose first official language is known.



The Operational Category, sex and language group

Number and percentage of employees in the Operational Category, by department, sex and language group, 198

Department	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Agriculture	1,094	246	77	13	1,351	93.4	95	6.6	1,171	81.9	259	18.1	1,440
Canadian Grain Commission	164	12	10	2	183	93.4	13	6.6	174	92.6	14	7.4	190
Canadian International Development Agency	0	2	0	0	2	100.0	0	0.0	0	0.0	2	100.0	2
Communications	52	13	0	0	65	100.0	0	0.0	52	80.0	13	20.0	65
Consumer and Corporate Affairs	21	12	0	0	33	100.0	0	0.0	21	63.6	12	36.4	33
Correctional Service of Canada	3,685	1,935	463	131	5,650	90.4	602	9.6	4,148	66.8	2,066	33.2	6,214
Employment and Immigration	35	25	7	4	62	84.9	11	15.1	42	59.2	29	40.8	62
Energy, Mines and Resources	161	83	1	2	244	98.8	3	1.2	162	65.6	85	34.4	244
Environment	1,256	202	116	11	1,465	91.8	131	8.2	1,372	86.6	213	13.4	1,585
External Affairs	101	68	2	3	170	97.1	5	2.9	103	59.2	71	40.8	170
Federal Court	2	7	0	1	9	90.0	1	10.0	2	20.0	8	80.0	9
Finance	4	4	0	0	8	100.0	0	0.0	4	50.0	4	50.0	8
Fisheries and Oceans	638	23	24	2	661	96.2	26	3.8	662	96.4	25	3.6	687
Indian Affairs and Northern Development	169	15	85	1	193	67.2	94	32.8	254	94.1	16	5.9	270
Justice	4	2	0	0	6	100.0	0	0.0	4	66.7	2	33.3	6
Labour	2	1	0	0	3	100.0	0	0.0	2	66.7	1	33.3	3
National Defence (civilian)	13,041	2,908	2,297	438	16,052	85.3	2,773	14.7	15,338	82.1	3,346	17.9	18,684
National Energy Board	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
National Health and Welfare	289	69	384	16	385	47.7	422	52.3	673	88.8	85	11.2	758
National Library of Canada	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
National Museums of Canada	84	71	8	8	155	90.6	16	9.4	92	53.8	79	46.2	155
National Parole Board	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
National Revenue (Customs and Excise)	37	37	8	1	74	89.2	9	10.8	45	54.2	38	45.8	74
National Revenue (Taxation)	125	56	6	4	181	94.8	10	5.2	131	68.6	60	31.4	181
Office of the Chief Electoral Officer	1	8	0	0	9	100.0	0	0.0	1	11.1	8	88.9	9
Office of the Secretary to the Governor General	8	19	8	3	27	71.1	11	28.9	16	42.1	22	57.9	27
Privy Council Office	5	7	1	0	12	70.6	5	29.4	6	46.2	7	53.8	12
Public Archives of Canada	17	13	0	0	30	100.0	0	0.0	17	56.7	13	43.3	30
Public Service Commission	7	17	0	0	24	100.0	0	0.0	7	29.2	17	70.8	24
Public Works	2,110	986	220	132	3,107	89.8	352	10.2	2,330	67.6	1,118	32.4	3,448
Regional Industrial Expansion	5	4	0	1	9	90.0	1	10.0	5	50.0	5	50.0	9
Restrictive Trade Practices Commission	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Royal Canadian Mounted Police (Public Service employees)	220	60	68	17	281	76.8	85	23.2	288	78.9	77	21.1	365
Secretary of State of Canada	1	4	0	0	5	100.0	0	0.0	1	20.0	4	80.0	5
Statistics Canada	17	14	1	0	34	97.1	1	2.9	18	56.3	14	43.8	34
Supply and Services	346	563	136	279	912	68.7	416	31.3	482	36.4	842	63.6	1,338
Supreme Court	5	7	0	0	12	100.0	0	0.0	5	41.7	7	58.3	12
Transport	4,193	1,181	61	14	5,396	98.6	77	1.4	4,254	78.1	1,195	21.9	5,449
Veterans Affairs	88	500	94	260	588	62.2	357	37.8	182	19.3	760	80.7	942
Total	27,990	9,174	4,078	1,343	37,401	87.1	5,517	12.9	32,068	75.3	10,517	24.7	42,585

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group.

—For language group, percentage is based on the total of employees whose first official language is known.

21

Appointments and type of employment

Number of appointments *to* and *within* the Public Service, by type of employment, 1983 and 1984

Type of employment	1983			1984		
	To the Public Service	Within the Public Service	Total	To the Public Service	Within the Public Service	Total
Indeterminate						
Full-time	5,451	32,276	37,730	5,820	30,062	35,918
Part-time	168	324	493	207	391	599
Seasonal	452	331	783	504	365	869
Total	6,071	32,931	39,006	6,531	30,819	37,387
Specified period						
Full-time	3,798	41,984	45,787	4,288	40,634	44,942
Part-time	190	1,576	1,767	198	1,426	1,626
Seasonal	7	18	25	6	19	25
Total	3,995	43,578	47,579	4,492	42,079	46,595
All types of employment						
Full-time	9,249	74,263	83,520	10,110	70,710	80,876
Part-time	358	1,900	2,260	405	1,817	2,225
Seasonal	459	349	808	513	384	897
Grand total	10,066	76,512	86,588	11,028	72,913	84,002

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify type of employment and/or whether the appointment was *to* or *within* the Public Service.

22

Appointments to the Public Service, geographic area, sex and language group

Number and percentage of appointments *to* the Public Service, by geographic area, sex and language group, 1984

Geographic area	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Newfoundland	195	2	63	1	199	75.7	64	24.3	258	98.9	3	1.1	263
Prince Edward Island	64	4	99	7	68	39.1	106	60.9	163	93.7	11	6.3	174
Nova Scotia	442	22	235	16	476	64.9	257	35.1	677	94.7	38	5.3	733
New Brunswick	122	48	73	76	182	53.7	153	45.1	195	61.1	124	38.9	339
Quebec (Except NCR)	40	778	33	460	821	62.0	501	37.8	73	5.6	1,238	94.4	1,325
National Capital Region	916	336	753	612	1,270	47.8	1,384	52.1	1,669	63.8	948	36.2	2,657
Ontario (Except NCR)	757	77	858	98	855	46.5	970	52.8	1,615	90.2	175	9.8	1,838
Manitoba	243	9	237	18	258	49.1	266	50.7	480	94.7	27	5.3	525
Saskatchewan	204	22	246	10	228	47.0	257	53.0	450	93.4	32	6.6	485
Alberta	552	7	506	27	560	51.2	533	48.7	1,058	96.9	34	3.1	1,094
British Columbia	650	10	478	13	664	57.4	492	42.6	1,128	98.0	23	2.0	1,156
Yukon	37	0	63	0	38	36.5	66	63.5	100	100.0	0	0	104
Northwest Territories	116	0	141	4	117	44.0	148	55.6	257	98.5	4	1.5	266
Outside Canada	9	3	34	20	12	17.9	54	80.6	43	65.2	23	34.8	67
Total	4,347	1,319	3,820	1,362	5,749	52.1	5,252	47.6	8,167	75.3	2,681	24.7	11,028

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

—The sum of the grand total of appointments *to* the Public Service (Table 22) and the grand total of appointments *within* the Public Service (Table 23) does not concur with the grand total of appointments (84,002) because, in certain cases, it is not possible to determine whether the appointment was *to* or *within* the Public Service.

Appointments *within* the Public Service, geographic area, sex and language group

Number and percentage of appointments *within* the Public Service, by job location, sex and language group, 1984

Geographic area	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Newfoundland	954	5	709	12	959	56.9	722	42.8	1,663	99.0	17	1.0	1,685
Prince Edward Island	315	35	408	60	351	42.9	468	57.1	723	88.4	95	11.6	819
Nova Scotia	2,566	72	1,488	86	2,686	62.8	1,581	37.0	4,058	96.3	158	3.7	4,274
New Brunswick	788	279	734	644	1,076	43.8	1,380	56.2	1,522	62.2	923	37.8	2,457
Quebec (Except NCR)	257	4,569	290	6,136	4,840	42.8	6,447	57.0	548	4.9	10,705	95.1	11,302
National Capital Region	6,457	3,149	8,737	6,375	9,616	38.8	15,126	61.1	15,196	61.5	9,524	38.5	24,759
Ontario (Except NCR)	3,977	213	5,962	471	4,288	39.6	6,498	60.0	9,942	93.6	684	6.4	10,834
Manitoba	1,420	51	2,380	103	1,488	37.1	2,507	62.5	3,800	96.1	154	3.9	4,008
Saskatchewan	519	9	731	7	530	41.6	740	58.1	1,250	98.7	16	1.3	1,273
Alberta	1,568	41	1,980	77	1,611	43.8	2,060	56.1	3,548	96.8	118	3.2	3,674
British Columbia	3,018	21	3,696	76	3,039	44.6	3,773	55.4	6,714	98.6	97	1.4	6,812
Yukon	105	4	165	0	109	39.6	166	60.4	270	98.5	4	1.5	275
Northwest Territories	177	13	237	10	190	43.2	248	56.4	414	94.7	23	5.3	440
Outside Canada	123	36	99	36	159	54.1	135	45.9	222	75.5	72	24.5	294
Total	22,246	8,499	27,618	14,094	30,946	42.4	41,854	57.4	49,874	68.8	22,593	31.2	72,913

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify geographic area, sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

—The sum of the grand total of appointments *to* the Public Service (Table 22) and the grand total of appointments *within* the Public Service (Table 23) does not concur with the grand total of appointments (84,002) because, in certain cases, it is not possible to determine whether the appointment was *to* or *within* the Public Service.

24 Appointments and occupational category

Number and percentage of appointments *to* and *within* the Public Service, by category and type of appointment, 1983 and 1984

1983

Appointments *within* the Public Service
Type of appointment

Occupational category	Appointments to the Public Service		Promotions		Lateral transfers or deployments		Re-appointments		Downward transfers		Demotions		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Management	71	0.7	580	2.9	466	2.6	0	0.0	10	0.4	0	0.0	1,127	1.3
Scientific and Professional	1,627	16.2	1,916	9.6	1,142	6.3	1,054	2.9	148	6.4	0	0.0	5,888	6.8
Administrative and Foreign Service	1,904	18.9	6,213	31.1	3,657	20.2	3,278	9.1	542	23.3	1	25.0	15,616	18.0
Technical	1,099	10.9	2,402	12.0	1,675	9.2	1,612	4.5	165	7.1	1	25.0	6,964	8.0
Administrative Support	3,004	29.8	6,522	32.7	8,093	44.7	24,334	67.4	1,012	43.5	2	50.0	42,976	49.6
Operational	2,340	23.2	2,310	11.6	3,077	17.0	5,810	16.1	446	19.2	0	0.0	13,987	16.2
Total	10,066	100.0	19,949	100.0	18,110	100.0	36,088	100.0	2,324	100.0	4	100.0	86,588	100.0

1984

Management	58	0.5	668	3.5	500	3.0	0	0.0	8	0.4	0	0.0	1,234	1.5
Scientific and Professional	1,575	14.3	1,800	9.4	1,083	6.5	1,292	3.7	152	6.8	0	0.0	5,912	7.0
Administrative and Foreign Service	1,991	18.1	6,206	32.4	3,230	19.5	3,868	11.1	548	24.4	0	0.0	15,853	18.9
Technical	1,283	11.6	2,262	11.8	1,219	7.4	1,721	4.9	145	6.5	0	0.0	6,639	7.9
Administrative Support	3,377	30.6	5,975	31.2	7,770	47.0	22,743	65.1	971	43.3	2	66.7	40,854	48.6
Operational	2,714	24.6	2,261	11.8	2,735	16.5	5,329	15.2	420	18.7	1	33.3	13,475	16.0
Total	11,028	100.0	19,172	100.0	16,537	100.0	34,953	100.0	2,244	100.0	3	100.0	84,002	100.0

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category and/or type of appointment.

—Tables 25 to 29 present more detailed information on appointments *to* the Public Service and on the different types of appointments *within* the Public Service (except demotions, of which there were only 3 in 1984).

25 Appointments to the Public Service, occupational category, sex and language group

Number and percentage of appointments *to* the Public Service, by occupational category, sex and language group, 1984

Occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Management	42	8	6	2	50	86.2	8	13.8	48	82.8	10	17.2	58
Scientific and Professional	680	180	537	159	867	55.0	705	44.8	1,217	78.2	339	21.8	1,575
Administrative and Foreign Service	906	286	582	198	1,205	60.5	784	39.4	1,488	75.5	484	24.5	1,991
Technical	705	282	216	62	999	77.9	281	21.9	921	72.8	344	27.2	1,283
Administrative Support	439	109	1,964	811	551	16.3	2,818	83.4	2,403	72.3	920	27.7	3,377
Operational	1,554	454	506	130	2,056	75.8	647	23.8	2,060	77.9	584	22.1	2,714
Total	4,347	1,319	3,820	1,362	5,749	52.1	5,252	47.6	8,167	75.3	2,681	24.7	11,028

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category, sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.



Promotions, occupational category, sex and language group

Number and percentage of promotions, by occupational category, sex and language group, 1984

Occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Management	445	126	78	19	571	85.5	97	14.5	523	78.3	145	21.7	668
Scientific and Professional	976	318	367	138	1,294	71.9	506	28.1	1,343	74.7	456	25.3	1,800
Administrative and Foreign Service	2,357	926	2,099	822	3,283	52.9	2,921	47.1	4,457	71.8	1,748	28.2	6,206
Technical	1,489	415	270	83	1,905	84.2	355	15.7	1,759	77.9	498	22.1	2,262
Administrative Support	590	285	3,496	1,591	879	14.7	5,096	85.3	4,086	68.5	1,876	31.5	5,975
Operational	1,504	510	190	53	2,018	89.3	243	10.7	1,694	75.1	563	24.9	2,261
Total	7,361	2,580	6,500	2,706	9,950	51.9	9,218	48.1	13,862	72.4	5,286	27.6	19,172

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.



Lateral transfers or deployments, occupational category, sex and language group

Number and percentage of lateral transfers or deployments, by occupational category, sex and language group, 1984

Occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Management	356	101	31	12	457	91.4	43	8.6	387	77.4	113	22.6	500
Scientific and Professional	468	181	304	128	649	59.9	433	40.0	772	71.4	309	28.6	1,083
Administrative and Foreign Service	1,290	578	920	439	1,870	57.9	1,360	42.1	2,210	68.5	1,017	31.5	3,230
Technical	729	244	183	57	975	80.0	242	19.9	912	75.2	301	24.8	1,219
Administrative Support	802	392	4,062	2,466	1,196	15.4	6,546	84.2	4,868	63.0	2,858	37.0	7,770
Operational	1,607	641	354	106	2,262	82.7	469	17.1	1,961	72.4	747	27.6	2,735
Total	5,252	2,137	5,854	3,208	7,409	44.8	9,093	55.0	11,110	67.5	5,345	32.5	16,537

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

28

Reappointments, occupational category, sex and language group

Number and percentage of reappointments, by occupational category, sex and language group, 1984

Occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Scientific and Professional	518	169	445	157	687	53.2	602	46.6	963	74.7	326	25.3	1,292
Administrative and Foreign Service	1,189	745	1,348	569	1,940	50.2	1,921	49.7	2,538	65.9	1,314	34.1	3,868
Technical	901	237	395	146	1,156	67.2	548	31.8	1,296	77.2	383	22.8	1,721
Administrative Support	2,572	1,324	11,916	6,834	3,919	17.2	18,798	82.7	14,491	64.0	8,158	36.0	22,743
Operational	3,690	949	370	138	4,763	89.4	547	10.3	4,061	78.9	1,087	21.1	5,329
Total	8,870	3,424	14,474	7,844	12,465	35.7	22,416	64.1	23,349	67.4	11,268	32.6	34,953

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

29

Downward transfers, occupational category, sex and language group

Number and percentage of downward transfers, by occupational category, sex and language group, 1984

Occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo- phones	Franco- phones	Anglo- phones	Franco- phones	No.	%	No.	%	No.	%	No.	%	
Management	7	1	0	0	8	100.0	0	0.0	7	87.5	1	12.5	8
Scientific and Professional	77	25	42	8	102	67.1	50	32.9	119	78.3	33	21.7	152
Administrative and Foreign Service	247	120	127	54	367	67.0	181	33.0	374	68.2	174	31.8	548
Technical	97	29	14	5	126	86.9	19	13.1	111	76.6	34	23.4	145
Administrative Support	92	48	571	257	140	14.4	829	85.4	663	68.5	305	31.5	971
Operational	241	132	35	11	374	89.0	46	11.0	276	65.9	143	34.1	420
Total	761	355	789	335	1,117	49.8	1,125	50.1	1,550	69.2	690	30.8	2,244

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify sex and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.



Appointments and employee mobility

Number and percentage of appointments *within* the Public Service, by employee mobility and type of appointment, 1984

	Type of appointment											
	Promotions		Lateral transfers or deployments		Re-appointments		Downward transfers		Demotions		Total	
Employee mobility	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Intradepartmental	17,809	92.9	14,454	87.4	34,911	99.9	1,813	80.8	3	100.0	68,991	94.6
Interdepartmental	1,363	7.1	2,083	12.6	42	0.1	431	19.2	0	0.0	3,922	5.4
Total	19,172	100.0	16,537	100.0	34,953	100.0	2,244	100.0	3	100.0	72,913	100.0
No change of group or sub-group	12,753	66.5	16,182	97.9	34,896	99.8	1,007	44.9	2	66.7	64,842	88.9
Change of group or sub-group	6,419	33.5	355	2.1	57	0.2	1,237	55.1	1	33.3	8,071	11.1
Total	19,172	100.0	16,537	100.0	34,953	100.0	2,244	100.0	3	100.0	72,913	100.0
Indeterminate to indeterminate	15,772	82.3	6,566	39.7	24	0.1	1,415	63.1	3	100.0	23,780	32.6
Specified period to specified period	1,417	7.4	4,854	29.4	34,898	99.8	420	18.7	0	0.0	41,589	57.0
Specified period to indeterminate	1,847	9.6	4,840	29.3	19	0.1	329	14.7	0	0.0	7,039	9.7
Indeterminate to specified period	131	0.7	267	1.6	12	0.0	80	3.6	0	0.0	490	0.7
Total	19,172	100.0	16,537	100.0	34,953	100.0	2,244	100.0	3	100.0	72,913	100.0

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify type of appointment and/or employee mobility as to period of appointment.



Appointments and selection process

Number and percentage of appointments *within* the Public Service, by selection process and type of appointment, 1984

	Type of appointment											
	Promotions		Lateral transfers or deployments		Reappointments		Downward transfers		Demotions		Total	
Selection Process	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
With competition												
• Poster	11,357	59.2	4,332	26.2	1,394	4.0	521	23.2	0	0.0	17,605	24.1
• Inventory	2,311	12.1	3,742	22.6	11,285	32.3	408	18.2	0	0.0	17,748	24.3
Without competition												
• Reclassification	4,074	21.2	80	0.5	1	0.0	54	2.4	0	0.0	4,209	5.8
• Other processes	1,428	7.4	8,380	50.7	22,270	63.7	1,260	56.1	3	100.0	33,342	45.7
Total	19,172	100.0	16,537	100.0	34,953	100.0	2,244	100.0	3	100.0	72,913	100.0

Note: The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify selection process and/or type of appointment.

32

Appointments, occupational category, language requirements of position and language group

Number and percentage of appointments *to* and *within* the Public Service, by occupational category, language requirements of position and language group of employee, 1984

Occupational category and language requirements of position	To the Public Service					Within the Public Service					Grand total	
	Anglophones		Francophones		Total	Anglophones		Francophones				
	No.	%	No.	%		No.	%	No.	%	No.	%	
Management												
Bilingual imperative	8	61.5	5	38.5	13	115	47.9	125	52.1	240	253	20.5
Bilingual non-imperative	26	86.7	4	13.3	30	568	82.0	125	18.0	693	723	58.6
English	13	100.0	0	0.0	13	210	98.6	3	1.4	213	226	18.3
French	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0	0.0
English or French	1	50.0	1	50.0	2	6	100.0	0	0.0	6	8	0.6
Total	48	82.8	10	17.2	58	917	78.0	259	22.0	1,176	1,234	100.0
Scientific and Professional												
Bilingual imperative	30	19.2	126	80.8	157	126	23.4	413	76.6	539	697	11.8
Bilingual non-imperative	37	48.7	39	51.3	77	355	54.0	302	46.0	658	735	12.4
English	1,038	97.8	23	2.2	1,075	2,482	95.5	118	4.5	2,604	3,686	62.3
French	1	1.1	90	98.9	91	11	4.5	231	95.5	243	335	5.7
English or French	110	64.3	61	35.7	174	223	78.8	60	21.2	283	457	7.7
Total	1,217	78.2	339	21.8	1,575	3,197	74.0	1,124	26.0	4,327	5,912	100.0
Administrative and Foreign Service												
Bilingual imperative	103	30.7	232	69.3	336	905	33.6	1,785	66.4	2,691	3,027	19.1
Bilingual non-imperative	78	44.8	96	55.2	177	1,152	52.6	1,040	47.4	2,192	2,371	15.0
English	1,204	95.9	52	4.1	1,266	7,193	95.9	309	4.1	7,515	8,786	55.4
French	2	2.7	71	97.3	74	19	1.8	1,022	98.2	1,046	1,123	7.1
English or French	94	76.4	29	23.6	127	220	76.4	68	23.6	289	416	2.6
Total	1,488	75.5	484	24.5	1,991	9,579	69.3	4,253	30.7	13,852	15,853	100.0
Technical												
Bilingual imperative	12	13.2	79	86.8	93	78	22.0	276	78.0	354	447	6.7
Bilingual non-imperative	21	21.9	75	78.1	96	190	34.7	358	65.3	548	644	9.7
English	815	97.6	20	2.4	848	3,595	96.2	143	3.8	3,786	4,638	69.9
French	3	2.0	147	98.0	150	6	1.8	333	98.2	340	494	7.4
English or French	70	75.3	23	24.7	96	199	65.5	105	34.5	308	405	6.1
Total	921	72.8	344	27.2	1,283	4,078	77.0	1,216	23.0	5,347	6,639	100.0
Administrative Support												
Bilingual imperative	158	23.2	523	76.8	695	1,124	19.3	4,699	80.7	5,847	6,544	16.0
Bilingual non-imperative	18	27.3	48	72.7	75	539	34.8	1,009	65.2	1,548	1,623	4.0
English	2,116	94.7	118	5.3	2,259	20,715	93.7	1,397	6.3	22,206	24,478	59.9
French	5	2.7	178	97.3	185	41	0.8	4,887	99.2	4,961	5,147	12.6
English or French	75	67.6	36	32.4	114	1,596	57.7	1,171	42.3	2,770	2,884	7.1
Total	2,403	72.3	920	27.7	3,377	24,109	64.6	13,198	35.4	37,461	40,854	100.0
Operational												
Bilingual imperative	35	29.7	83	70.3	120	61	28.4	154	71.6	216	336	2.5
Bilingual non-imperative	6	42.9	8	57.1	14	43	22.9	145	77.1	188	202	1.5
English	1,912	97.6	48	2.4	2,014	7,384	97.4	197	2.6	7,770	9,794	72.7
French	6	1.6	368	98.4	377	43	2.6	1,604	97.4	1,651	2,033	15.1
English or French	101	57.1	76	42.9	188	452	50.7	440	49.3	911	1,099	8.2
Total	2,060	77.9	584	22.1	2,714	7,992	75.9	2,541	24.1	10,746	13,475	100.0

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Table 32—Continued

Occupational category and language requirements of position	To the Public Service					Within the Public Service					Grand total	
	Anglophones		Francophones		Total	Anglophones		Francophones		Total	No.	%
	No.	%	No.	%		No.	%	No.	%			
All categories												
Bilingual imperative	346	24.8	1,048	75.2	1,414	2,409	24.4	7,452	75.6	9,887	11,304	13.5
Bilingual non-imperative	186	40.8	270	59.2	469	2,847	48.9	2,979	51.1	5,827	6,298	7.5
English	7,128	96.5	261	3.5	7,505	41,581	95.0	2,167	5.0	44,096	51,641	61.5
French	17	2.0	854	98.0	877	120	1.5	8,079	98.5	8,243	9,134	10.9
English or French	451	66.6	226	33.4	701	2,696	59.4	1,844	40.6	4,567	5,269	6.3
Grand total	8,167	75.3	2,681	24.7	11,028	49,874	68.8	22,593	31.2	72,913	84,002	100.0

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category, language requirements of position, type of appointment (*to* or *within* the Public Service) and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

33 Appointments and bilingual positions (imperative staffing)

Number and percentage of appointments *to* and *within* the Public Service to bilingual positions (imperative staffing), by occupational category, type of employment and language group, 1984

Occupational category	Type of employment	Anglophones		Francophones		Total	
		No.	%	No.	%	No.	%
Management	Indeterminate	118	95.9	129	99.2	247	97.6
	Specified period	5	4.1	1	0.8	6	2.4
	Total	123	100.0	130	100.0	253	100.0
Scientific and Professional	Indeterminate	97	61.8	315	58.4	412	59.1
	Specified period	60	38.2	223	41.4	284	40.7
	Total	157	100.0	539	100.0	697	100.0
Administrative and Foreign Service	Indeterminate	640	63.5	1,222	60.6	1,862	61.5
	Specified period	368	36.5	795	39.4	1,165	38.5
	Total	1,008	100.0	2,017	100.0	3,027	100.0
Technical	Indeterminate	49	54.4	182	51.3	231	51.7
	Specified period	41	45.6	173	48.7	216	48.3
	Total	90	100.0	355	100.0	447	100.0
Administrative support	Indeterminate	404	31.5	1,313	25.1	1,724	26.3
	Specified period	878	68.4	3,908	74.8	4,817	73.6
	Total	1,283	100.0	5,223	100.0	6,544	100.0
Operational	Indeterminate	64	66.7	157	66.2	223	66.4
	Specified period	32	33.3	80	33.8	113	33.6
	Total	96	100.0	237	100.0	336	100.0
All Categories	Indeterminate	1,372	49.8	3,318	39.0	4,699	41.6
	Specified period	1,384	50.2	5,180	60.9	6,601	58.4
	Grand total	2,757	100.0	8,501	100.0	11,304	100.0

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify type of employment and/or language group.

—For language group, percentage is based on the total of employees whose first official language is known.

34

Appointments and bilingual positions (non-imperative staffing)

Number and percentage of appointments *to* and *within* the Public Service to bilingual positions (non-imperative staffing), by occupational category, status of appointee and language group, 1984

Occupational category	Status of appointee as to language requirements of position	Anglophones		Francophones		Total	
		No.	%	No.	%	No.	%
Management	Met	368	62.0	125	96.9	493	68.2
	Must meet	101	17.0	3	2.3	104	14.4
	Not required to meet	125	21.0	1	0.8	126	17.4
	Total	594	100.0	129	100.0	723	100.0
Scientific and Professional	Met	190	48.5	298	87.4	489	66.5
	Must meet	163	41.6	35	10.3	199	27.1
	Not required to meet	39	9.9	7	2.1	46	6.3
	Total	392	100.0	341	100.0	735	100.0
Administrative and Foreign Service	Met	676	54.9	1,025	90.1	1,702	71.8
	Must meet	421	34.2	90	7.9	513	21.6
	Not required to meet	134	10.9	20	1.8	154	6.5
	Total	1,231	100.0	1,137	100.0	2,371	100.0
Technical	Met	89	42.2	371	85.7	460	71.4
	Must meet	78	37.0	53	12.2	131	20.3
	Not required to meet	44	20.9	9	2.1	53	8.2
	Total	211	100.0	433	100.0	644	100.0
Administrative Support	Met	249	44.7	929	87.9	1,184	73.0
	Must meet	228	40.9	110	10.4	338	20.8
	Not required to meet	80	14.4	15	1.4	98	6.0
	Total	557	100.0	1,057	100.0	1,623	100.0
Operational	Met	24	49.0	118	77.1	142	70.3
	Must meet	13	26.5	33	21.6	46	22.8
	Not required to meet	12	24.5	2	1.3	14	6.9
	Total	49	100.0	153	100.0	202	100.0
All Categories	Met	1,596	52.6	2,866	88.2	4,470	71.0
	Must meet	1,004	33.1	324	10.0	1,331	21.1
	Not required to meet	434	14.3	54	1.7	491	7.8
	Grand total	3,034	100.0	3,250	100.0	6,298	100.0

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify language group and/or status of appointee as to language requirements of position.

—For language group, percentage is based on the total of employees whose first official language is known.

35

Applicants in the National Applicant Inventory System, geographic area and underrepresented group

Number and percentage of woman, Native, handicapped and Black candidates in the National Applicant Inventory System, by geographic area, 1984

Geographic area	Women		Native people		Handicapped people		Black people		Total in inventory
	No.	% of total applicants	No.	% of total applicants	No.	% of total applicants	No.	% of total applicants	
Newfoundland	123	24.8	9	1.8	25	5.0	0	0.0	496
Prince Edward Island	25	25.5	8	8.2	12	12.2	0	0.0	98
Nova Scotia	396	25.7	80	5.2	60	3.9	106	6.9	1,541
New Brunswick	303	29.9	29	2.9	17	1.7	1	0.1	1,013
Quebec (Except NCR)	1,843	35.6	149	2.9	142	2.7	44	0.8	5,172
National Capital Region	2,470	40.6	197	3.2	256	4.2	44	0.7	6,075
Ontario (Except NCR)	1,208	32.8	124	3.4	76	2.1	10	0.3	3,686
Manitoba	353	31.1	78	6.9	40	3.5	6	0.5	1,136
Saskatchewan	358	35.7	147	14.6	55	5.5	0	0.0	1,004
Alberta	670	37.4	96	5.4	39	2.2	3	0.2	1,790
British Columbia	1,299	36.3	374	10.5	101	2.8	10	0.3	3,576
Yukon	331	42.9	88	11.4	0	0.0	0	0.0	772
Northwest Territories	23	32.4	9	12.7	1	1.4	0	0.0	71
Total	9,402	35.6	1,388	5.2	824	3.1	224	0.8	26,430

36

Appointments of university graduates and geographic area

Number and percentage of university graduates and of appointments made through the university recruitment program, by geographic area in which last degree was obtained, sex and language group, 1984

Geographic Area	Graduates ^a				Appointments													
	Men		Women		Total		Men		Women		Anglophones		Francophones		Total			
							No.	%	No.	%	No.	%	No.	%				
Newfoundland	765	740	1,505	1.4	12	0	8	1	12	57.1	9	42.9	20	95.2	1	4.8	21	2.8
Prince Edward Island	110	120	230	0.2	2	0	1	0	2	66.7	1	33.3	3	100.0	0	0.0	3	0.4
Nova Scotia	2,235	2,345	4,580	4.3	24	1	33	0	25	43.1	33	56.9	57	98.3	1	1.7	58	7.7
New Brunswick	1,285	1,290	2,575	2.4	10	8	7	4	18	62.1	11	37.9	17	58.6	12	41.4	29	3.8
Quebec	14,100	13,685	27,785	26.1	9	85	17	61	94	54.7	78	45.3	26	15.1	146	84.9	172	22.8
Ontario	23,460	23,640	47,100	44.3	119	34	153	24	153	46.4	177	53.6	272	82.4	58	17.6	330	43.6
Manitoba	2,135	2,020	4,155	3.9	28	1	13	0	29	69.0	13	31.0	41	97.6	1	2.4	42	5.5
Saskatchewan	1,760	1,820	3,580	3.4	8	0	3	1	8	66.7	4	33.3	11	91.7	1	8.3	12	1.6
Alberta	3,740	3,510	7,250	6.8	15	0	18	0	15	45.5	18	54.5	33	100.0	0	0.0	33	4.0
British Columbia	3,940	3,715	7,655	7.2	23	1	23	0	24	51.1	23	48.9	46	97.9	1	2.1	47	6.2
Outside Canada ^b	—	—	—	—	5	0	4	0	5	55.6	4	44.4	9	100.0	0	0.0	9	1.2
Total	53,530	52,885	106,415	100.0	255	130	280	91	385	50.9	371	49.1	535	70.8	221	29.2	756	100.0

^a Data on graduates, which came from Statistics Canada, are based on the 1983/84 academic year.

^b Canadians whose highest degree was obtained outside Canada.

37

Appointments of university graduates and occupational field

Number of university graduates appointed through the university recruitment program, by occupational field, sex and language group, 1984

Occupational field	Men		Women		Men		Women		Anglophones		Francophones		Total	
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	No.	%
Administration	97	30	163	32	127	39.4	195	60.6	260	80.7	62	19.3	322	42.6
Foreign Service	9	1	2	2	10	71.4	4	28.6	11	78.6	3	21.4	14	1.8
Accounting/Auditing ^a	11	4	14	4	15	45.5	18	54.5	25	75.8	8	24.2	33	4.4
Pure and Applied Science	83	56	47	15	139	69.2	62	30.8	130	64.7	71	35.3	201	26.6
Computer Science	21	17	13	13	38	59.4	26	40.6	34	53.1	30	46.9	64	8.5
Social/Economic ^b	34	22	41	25	56	45.9	66	54.1	75	61.5	47	38.5	122	16.1
Total	255	130	280	91	385	50.9	371	49.1	535	70.8	221	29.2	756	100.0

^aIncludes 21 appointments to the Office of the Auditor General of Canada.^bFor the purposes of this report, includes appointments to Law and Library Science positions, as well as Economics, Statistics and Welfare Programs.

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Appointments of community college and CEGEP graduates, and occupational field

Number of graduates appointed through the community college and CEGEP recruitment program, by occupational field, language group and sex, 1984

Occupational field	Men		Women		Men		Women		Anglophones		Francophones		Total	
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	No.	%
Management Sciences	35	9	32	5	44	54.3	37	45.7	67	82.7	14	17.3	81	42.2
Pure and Applied Sciences	24	20	6	11	44	72.1	17	27.9	30	49.2	31	50.8	61	32.2
Computer Systems	19	10	7	12	29	60.4	19	39.6	26	54.2	22	45.8	48	25.5
Total	78	39	45	28	117	61.6	73	38.4	123	64.7	67	35.3	190	100.0

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Appointments, Career-Oriented Summer Employment Program and occupational field

Number of students appointed through the Career-Oriented Summer Employment Program, by occupational field, type of institution, language group and sex, 1984

Occupational Field	Men		Women		Men		Women		Anglophones		Francophones		Total	
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	No.	%
Social Sciences and Administration	1,324	661	1,704	805	1,985	44.2	2,509	55.8	3,028	67.4	1,466	32.6	4,494	59.9
Pure and Applied Sciences	1,383	459	850	344	1,842	60.7	1,194	39.3	2,233	73.6	803	26.4	3,036	40.1
Total	2,707	1,120	2,554	1,149	3,827	50.8	3,703	49.2	5,261	69.9	2,269	30.1	7,530	100.0
Institution														
University	2,254	859	2,185	851	3,113	50.6	3,036	49.4	4,439	42.2	1,710	27.8	6,149	81.0
Community college and CEGEP	453	261	369	298	714	51.7	667	48.3	822	59.5	559	40.5	1,381	19.0
Total	2,707	1,120	2,554	1,149	3,827	50.8	3,703	49.2	5,261	69.9	2,269	30.1	7,530	100.0

Lay-offs, occupational category, sex and language group

Number of separations due to lay-off, by reason for lay-off, occupational category, sex and language group, 1984

Reason and occupational category	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Reorganization													
Management	6	2	0	1	8	88.9	1	11.1	6	66.7	3	33.3	9
Scientific and Professional	18	3	7	4	21	65.6	11	34.4	25	78.1	7	21.9	32
Administrative and Foreign Service	48	9	23	8	57	64.8	31	35.2	71	80.7	17	19.3	88
Technical	33	7	8	1	40	81.6	9	18.4	41	83.7	8	16.3	49
Administrative Support	14	6	68	18	20	18.9	86	81.1	82	77.4	24	22.6	106
Operational	54	6	26	3	60	67.4	29	32.6	80	89.9	9	10.1	89
Total	173	3	132	35	206	55.2	167	44.8	305	81.8	68	18.2	373
Privatization													
Management	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Scientific and Professional	16	0	16	0	16	50.0	16	50.0	32	100.0	0	0.0	32
Administrative and Foreign Service	0	1	7	0	1	12.5	7	87.5	7	87.5	1	12.5	8
Technical	0	0	5	0	0	0.0	5	100.0	5	100.0	0	0.0	5
Administrative Support	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Operational	6	0	8	0	6	42.9	8	57.1	14	100.0	0	0.0	14
Total	22	1	37	0	23	38.3	37	61.7	59	98.3	1	1.7	60
Centralization													
Management	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Scientific and Professional	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Administrative and Foreign Service	7	3	2	2	10	71.4	4	28.6	9	64.3	5	35.7	14
Technical	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Administrative Support	6	4	26	9	10	22.2	35	77.8	32	71.1	13	28.9	45
Operational	2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0	2
Total	15	7	28	11	22	36.1	39	63.9	43	70.5	18	29.5	61
Other reasons													
Management	6	2	0	1	8	88.9	1	11.1	6	66.7	3	33.3	9
Scientific and Professional	34	3	23	4	37	57.8	27	42.2	57	89.1	7	10.9	64
Administrative and Foreign Service	55	13	32	10	68	61.8	42	38.2	87	79.1	23	20.9	110
Technical	33	7	13	1	40	74.1	14	25.9	46	85.2	8	14.8	54
Administrative Support	20	10	95	27	30	19.7	122	80.3	115	75.7	37	24.3	152
Operational	62	6	34	3	68	64.8	37	35.2	96	91.4	9	8.6	105
Grand total	210	41	197	46	251	50.8	243	49.2	407	82.4	87	17.6	494



Separations and reasons

Separations from the Public Service, by reason, 1984

Reason for separation (except lay-off)	
Release	
• for breach of discipline or misconduct	62
• for incompetence or incapacity	82
• for abandonment of position	97
Rejection on probation	252
Revocation of appointment	7
Retirement	
• at age 65 or over	1,519
• elective, at age 55-64	3,088
• medical grounds	626
End of specified period	4,732
Death	524
Resignation	6,953
Total^a	17,958

Reason for resignation

Outside employment (in private sector)	1,465
Return to school	395
Unspecified personal reasons	3,628
Other	1,465

^aIncludes 16 separations for which reason was not specified.

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Separations, occupational category, sex and language group

Number and percentage of separations from the Public Service, by occupational category, reason, sex and language group, 1984

Occupational category and reason for separation (except lay-off)	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Management													
Release	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Rejection on probation	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Revocation of appointment	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Retirement	113	21	1	0	135	99.3	1	0.7	114	84.4	21	15.6	136
End of specified period	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Death	6	2	0	0	8	100.0	0	0.0	6	75.0	2	25.0	8
Resignation	61	12	6	1	79	91.9	7	8.1	67	83.7	13	16.2	86
Total	182	35	7	1	224	96.6	8	3.4	189	84.0	36	16.0	232
Scientific and Professional													
Release	7	1	3	0	8	72.2	3	27.3	10	90.9	1	9.1	11
Rejection on probation	13	3	1	0	16	88.9	2	11.1	14	82.4	3	17.6	18
Revocation of appointment	1	0	0	0	1	100.0	0	0.0	1	100.0	0	0.0	1
Retirement	256	42	34	9	303	87.1	45	12.9	290	85.0	51	15.0	348
End of specified period	82	26	121	39	110	39.9	166	60.1	203	75.7	65	24.3	276
Death	20	4	4	2	24	80.0	6	20.0	24	80.0	6	20.0	30
Resignation	289	73	336	66	372	46.9	422	53.1	625	81.8	139	18.2	794
Total	668	149	499	116	834	56.4	644	43.6	1,167	81.5	265	18.5	1,478
Administrative and Foreign Service													
Release	21	7	7	2	28	75.7	9	24.3	28	75.7	9	24.3	37
Rejection on probation	11	4	8	1	16	61.5	10	38.5	19	79.2	5	20.8	26
Revocation of appointment	0	1	0	0	1	100.0	0	0.0	0	0.0	1	100.0	1
Retirement	713	200	179	56	921	79.5	238	20.5	892	77.7	256	22.3	1,159
End of specified period	108	60	137	63	170	45.5	202	54.0	245	66.6	123	33.4	374
Death	79	17	22	4	98	79.0	26	21.0	101	82.8	21	17.2	124
Resignation	476	145	366	124	632	56.2	493	43.8	842	75.8	269	24.2	1,125
Total	1,408	434	719	250	1,866	65.6	978	34.4	2,127	75.7	684	24.3	2,846
Technical													
Release	18	3	1	0	23	95.8	1	4.2	19	86.4	3	13.6	24
Rejection on probation	38	10	9	3	48	80.0	12	20.0	47	78.3	13	21.7	60
Revocation of appointment	0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0
Retirement	471	75	30	7	549	93.7	37	6.3	501	85.9	82	14.1	586
End of specified period	145	41	47	26	195	71.2	78	28.5	192	74.1	67	25.9	274
Death	42	15	4	1	58	92.1	5	7.9	46	74.2	16	25.8	63
Resignation	329	52	120	20	396	73.5	142	26.3	449	86.2	72	13.8	539
Total	1,043	196	211	57	1,269	82.1	275	17.8	1,254	83.2	253	16.8	1,546
Administrative Support													
Release	12	10	33	10	22	32.8	45	67.2	45	69.2	20	30.8	67
Rejection on probation	13	10	44	5	25	33.3	50	66.7	57	79.2	15	20.8	75
Revocation of appointment	0	0	2	2	0	0.0	4	100.0	2	50.0	2	50.0	4
Retirement	212	79	670	183	293	25.4	861	74.6	882	77.1	262	22.9	1,154
End of specified period	293	142	1,384	780	463	16.8	2,292	83.0	1,678	64.5	922	35.5	2,762
Death	29	14	56	18	43	36.4	75	63.6	85	72.6	32	27.4	118
Resignation	279	102	1,800	623	390	13.5	2,486	86.3	2,080	74.2	725	25.8	2,882
Total	838	357	3,989	1,621	1,236	17.5	5,813	82.3	4,829	70.9	1,978	29.1	7,062

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Table 42—Continued

Occupational category and reason for separation (except lay-off)	Men		Women		Men		Women		Anglophones		Francophones		Total
	Anglo-phones	Franco-phones	Anglo-phones	Franco-phones	No.	%	No.	%	No.	%	No.	%	
Operational													
Release	65	32	8	4	102	88.7	13	11.3	73	65.2	36	32.1	115
Rejection on probation	33	21	12	3	57	79.2	15	20.8	45	65.2	24	34.8	72
Revocation of appointment	0	1	0	0	1	100.0	0	0.0	0	0.0	1	100.0	1
Retirement	1,229	454	99	52	1,693	91.8	152	8.2	1,328	72.4	506	27.6	1,845
End of specified period	546	170	81	13	876	86.4	132	13.0	627	77.4	183	22.6	1,014
Death	136	36	3	3	174	96.1	6	3.3	139	78.1	39	21.9	181
Resignation	793	246	343	71	1,059	70.9	432	28.9	1,136	78.2	317	21.8	1,494
Total	2,802	960	546	146	3,962	83.9	750	15.9	3,348	75.2	1,106	24.8	4,722
All categories													
Release	124	53	52	16	185	72.0	72	28.0	176	71.8	69	28.2	257
Rejection on probation	108	48	74	12	163	64.7	89	35.3	182	75.2	60	24.8	252
Revocation of appointment	1	2	2	2	3	42.9	4	57.1	3	42.9	4	57.1	7
Retirement	2,995	871	1,015	307	3,897	74.5	1,336	25.5	4,010	77.3	1,178	22.7	5,233
End of specified period	1,183	440	1,776	922	1,835	38.8	2,881	60.9	2,960	68.5	1,362	31.5	4,732
Death	312	88	89	28	405	77.3	118	22.5	401	77.6	116	22.4	524
Resignation	2,235	630	2,975	913	2,941	42.3	4,002	57.6	5,211	77.2	1,543	22.8	6,953
Grand total	6,958	2,132	5,983	2,200	9,429	52.5	8,502	47.3	12,943	74.9	4,332	25.1	17,958

Note:—The sums of the figures do not always equal the totals because, in a number of cases, the documents did not specify occupational category, sex, language group and/or reason for separation.

—For language group, percentage is based on the total of employees whose first official language is known.

43

Appeals and occupational category

Number of appellants whose appeals were allowed or dismissed or who were found to have no right of appeal, by occupational category, 1984

Occupational category	Appeals allowed			Appeals dismissed			No right of appeal ^a	Total
	With hearing	With hearing (department conceded)	Without hearing (department conceded)	With hearing	With hearing (appellant withdrew)	Without hearing (appellant withdrew)		
Management	8	0	0	4	0	10	2	2
Scientific and Professional	16	1	0	49	9	31	7	11
Administrative and Foreign Service	180	3	0	452	102	173	197	1,109
Technical	36	5	0	96	18	61	36	25
Administrative Support	75	10	0	153	63	90	55	44
Operational	84	16	3	152	53	60	69	43
Total	399	35	3	906	245	425	366	2,377

^aThe appeal board had no jurisdiction to hear the appeal.



Appeals and department

Number of appellants whose appeals were allowed or dismissed or who were found to have no right of appeal, by department, 1984

Department	Appeals allowed			Appeals dismissed			No right of appeal ^a	Total
	With hearing	With hearing (department conceded)	Without hearing (department conceded)	With hearing	With hearing (appellant withdrew)	Without hearing (appellant withdrew)		
Agriculture	33	3	0	20	17	9	2	84
Canada Labour Relations Board	0	0	0	0	0	0	1	1
Canadian Human Rights Commission	0	0	0	0	0	1	0	1
Canadian International Development Agency	26	0	0	1	2	3	1	33
Canadian Transport Commission	0	0	0	8	0	0	0	8
Communications	1	0	0	1	1	2	0	5
Consumer and Corporate Affairs	6	0	0	5	2	5	0	18
Correctional Service of Canada	45	1	0	92	25	25	49	237
Employment and Immigration	67	7	0	221	57	68	150	570
Energy, Mines and Resources	3	0	0	8	0	5	2	18
Environment	9	1	0	38	5	17	9	79
External Affairs	22	0	0	17	5	10	3	57
Federal Court	3	0	0	3	0	0	0	6
Finance	0	0	0	0	0	1	0	1
Fisheries and Oceans	5	1	0	12	2	5	7	32
Immigration Appeal Board	0	0	0	0	1	1	0	2
Indian Affairs and Northern Development	2	0	0	12	3	5	9	31
Insurance	1	0	0	2	0	1	0	4
Justice	3	1	0	1	0	1	0	6
Labour	2	0	0	5	2	2	1	12
National Defence (civilian)	34	11	3	99	26	47	35	255
National Energy Board	0	0	0	1	0	0	0	1
National Health and Welfare	3	0	0	23	9	20	13	68
National Library of Canada	0	0	0	0	0	7	1	8
National Museums of Canada	0	0	0	0	0	0	1	1
National Revenue (Customs and Excise)	18	0	0	61	18	30	25	152
National Revenue (Taxation)	48	0	0	93	22	39	13	215
Office of the Auditor General of Canada	0	0	0	0	0	1	0	1
Office of the Chief Electoral Officer	0	0	0	0	1	0	0	1
Office of the Commissioner of Official Languages	0	0	0	0	1	0	0	1
Offices of the Information and Privacy Commissioners	1	0	0	2	0	3	3	9
Pardon Review Board	1	0	0	1	0	1	2	5
Privy Council Office	0	0	0	1	0	0	0	1
Public Archives of Canada	0	0	0	2	1	2	0	5
Public Service Commission	0	0	0	7	3	4	2	16
Public Service Staff Relations Board	0	0	0	0	0	1	0	1
Public Works	4	0	0	21	6	8	2	41
Regional Economic Expansion	0	0	0	0	0	1	0	1
Regional Industrial Expansion	2	0	0	7	1	7	3	20
Royal Canadian Mounted Police (Public Service employees)	2	0	0	4	1	2	1	10
Secretary of State of Canada	0	0	0	4	2	2	1	9
Solicitor General	0	0	0	2	1	2	0	5
Statistics Canada	8	0	0	9	0	2	1	20
Supply and Services	9	1	0	17	7	22	2	58
Transport	34	9	0	94	20	52	25	234
Treasury Board	0	0	0	0	0	1	0	1
Veterans Affairs	7	0	0	12	4	10	2	35
Total	399	35	3	906	245	425	366	2,379

^a The appeal board had no jurisdiction to hear the appeal.

45

Selection processes, appeals and occupational category

Selection processes which were appealable, were appealed, were appealed and disposed of, and against which one or more appeals were allowed, by occupational category, 1984

Occupational category	Selection processes			
	Appealable	Appealed ^a	Appealed and disposed of ^a	Appeals allowed
Management	288	17	21	6
Scientific and Professional	1,029	90	79	10
Administrative and Foreign Service	5,138	618	610	96
Technical	1,326	163	170	19
Administrative Support	5,654	300	285	49
Operational	1,577	296	219	40
Total	15,012	1,484	1,384	220

^a The number of selection processes appealed and the number of selection processes appealed and disposed of are not the same because an appeal lodged in one year may not be disposed of until the following year.

46

Selection processes, appeals and department

Selection processes which were appealable, were appealed, were appealed and disposed of, and against which one or more appeals were allowed, by department, 1984

Department	Selection processes			
	Appealable	Appealed ^a	Appealed and disposed of ^a	Appeals allowed
Agriculture	524	51	46	8
Canada Labour Relations Board	6	1	1	0
Canadian Human Rights Commission	16	2	1	0
Canadian International Development Agency	104	22	24	17
Canadian Radio-television and Telecommunications Commission	33	2	0	0
Canadian Transport Commission	59	8	5	0
Communications	140	8	5	1
Consumer and Corporate Affairs	161	14	16	4
Correctional Service of Canada	616	134	94	22
Employment and Immigration	2,777	264	268	38
Energy, Mines and Resources	276	15	15	3
Environment	704	63	58	6
External Affairs	133	19	25	7
Federal Court	29	4	5	2
Finance	75	3	1	0
Fisheries and Oceans	483	28	27	3
Immigration Appeal Board	8	2	2	0
Indian Affairs and Northern Development	384	35	29	2
Insurance	18	3	3	1
Justice	68	6	6	4
Labour	54	9	10	2
National Defence (civilian)	1,683	178	166	30
National Energy Board	51	1	1	0
National Health and Welfare	757	55	51	3

Table 46—Continued

Department	Selection processes			
	Appealable	Appealed ^a	Appealed and disposed of ^a	Appeals allowed
National Library of Canada	22	2	2	0
National Museums of Canada	35	1	1	0
National Revenue (Customs and Excise)	630	85	84	8
National Revenue (Taxation)	1,135	129	107	19
Office of the Auditor General of Canada	11	0	1	0
Office of the Chief Electoral Officer	1	1	1	0
Office of the Commissioner of Official Languages	5	1	1	0
Offices of the Information and Privacy Commissioners	4	4	3	1
Pension Review Board	66	5	5	1
Privy Council Office	25	1	1	0
Public Archives	48	5	5	0
Public Service Commission	123	11	10	0
Public Service Staff Relations Board	22	1	1	0
Public Works	400	30	24	3
Regional Economic Expansion	1	0	1	0
Regional Industrial Expansion	172	20	19	2
Royal Canadian Mounted Police (Public Service employees)	188	10	9	2
Secretary of State of Canada	164	11	9	0
Solicitor General	44	5	4	0
Statistics Canada	241	10	9	2
Supply and Services	792	40	37	4
Supreme Court	5	1	0	0
Transport	1,283	160	165	22
Treasury Board	20	1	1	0
Veterans Affairs	304	23	25	3
Other departments	112	0	0	0
Total	15,012	1,484	1,384	220

^a The number of selection processes appealed and the number of selection processes appealed and disposed of are not the same because an appeal lodged in one year may not be disposed of until the following year.

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Appeals, appointing authority and type of selection processes

Number of selection processes which were appealable, were appealed, for which appeals were disposed of, and for which one or more appeals were allowed; number of appellants whose appeals were allowed, dismissed or who were found to have no right of appeal, by appointing authority and type of selection process, 1984

Appointing authority and type of selection processes	Selection processes				Disposition of appeals				Total
	Appealable	Appealed ^a	Appealed and disposed of ^a	Appeals allowed	Appeal allowed	Appeal dismissed	No right of appeal ^b		
Public Service Commission <i>(non-delegated staffing)</i>									
Closed competitions	242	22	29	13	24	21	1	46	
Without competition	260	30	25	14	20	7	6	33	
Total	502	52	54	27	44	28	7	75	
Departments <i>(delegated staffing)</i>									
Closed competitions	9,177	1,025	1,033	149	275	1,333	88	1,690	
Without competition	5,333	407	297	44	118	215	271	604	
Total	14,510	1,432	1,330	193	393	1,548	359	2,300	
PSC and departments									
Closed competitions	9,419	1,047	1,062	162	299	1,354	89	1,742	
Without competition	5,593	437	322	58	138	222	277	637	
Grand total^c	15,012	1,484	1,384	220	437	1,576	366	2,375	

^a The number of selection processes appealed and the number of selection processes appealed and disposed of are not the same because an appeal lodged in one year may not be disposed of until the following year.

^b The appeal board had no jurisdiction to hear the appeal.

^c The number of selection processes disposed of is lower than the grand total of appeals, as there can be more than one appeal against a given selection process.

48

Developmental training and location

Number of participants taking Public Service Commission developmental training courses, by subject area and location, 1984

Subject area	Location							Total
	NCR	Halifax	Montreal	Toronto	Winnipeg	Edmonton	Vancouver	
Management Orientation ^a	1,181	17	21	0	13	41	19	1,292
Management Theory and Practices	1,890	96	209	136	132	119	65	2,647
Informatics	2,027	92	114	120	59	33	49	2,494
Financial Management	1,287	268	97	151	122	120	150	2,195
Materiel Management	261	25	73	11	36	38	18	462
Seminars	975	0	0	0	0	0	0	975
Personnel Management	1,418	151	106	81	182	112	109	2,159
Systems Approach to Training	88	0	0	0	0	15	0	103
Individual Development	262	55	27	74	54	0	31	503
Auditing	0	0	21	0	0	0	0	21
Total	9,389	704	668	573	598	478	441	12,851

^a Includes management courses for the Career Assignment Program.

49

Developmental training and language of instruction

Number of Public Service Commission developmental training courses conducted, by subject area and language of instruction, 1984

Language of instruction

Subject area	French	English	Bilingual	Total
Management Orientation ^a	8	47	3	58
Management Theory and Practices	41	109	0	150
Informatics	21	103	0	124
Financial Management	17	90	0	107
Material Management	7	17	0	24
Seminars	10	36	0	46
Personnel Management	34	99	0	133
Systems Approach to Training	3	6	0	9
Individual Development	5	22	0	27
Auditing	2	0	0	2
Total	148	529	3	680

Includes management courses for the Career Assignment Program.

50

Developmental training and occupational category

Number of participants taking Public Service Commission developmental training courses, by subject area and occupational category, 1984

Occupational Category

Subject area	Management	Scientific and Professional	Administrative and Foreign Service	Technical	Administrative Support	Operational	Other ^a	Total
Management Orientation ^b	282	60	433	33	38	0	446	1,292
Management Theory and Practices	3	217	1,190	164	432	1	640	2,647
Informatics	10	117	1,008	172	544	0	643	2,494
Financial Management	16	94	927	72	714	1	371	2,195
Material Management	0	5	140	11	176	0	130	462
Seminars	364	46	100	4	2	0	459	975
Personnel Management	1	67	845	83	735	5	423	2,159
Systems Approach to Training	0	1	76	3	4	0	19	103
Individual Development	59	24	181	35	62	1	141	503
Auditing	0	2	16	0	1	0	2	21
Total	735	633	4,916	577	2,708	8	3,274	12,851

Occupational category not specified on application for training.

Includes management courses for the Career Assignment Program.

51

Language training and region

Number of students taking language courses, by language studied, type of course and region, 1984

Language studied Type of course	Region					Total
	NCR	Atlantic	Quebec	Ontario	West	
French						
• Continuous	1,852	207	36	76	48	2,219
• Non-continuous	2,425	255	207	58	27	2,972
• Special	31	34	197	7	2	271
• Outside working hours	1,323	952	75	783	1,571	4,704
Total	5,631	1,448	515	924	1,648	10,166
English						
• Continuous	131	0	340	0	0	471
• Non-continuous	648	0	290	19	6	963
• Special	14	29	0	0	0	43
• Outside working hours	220	2	782	18	2	1,024
Total	1,013	31	1,412	37	8	2,501
Grand total	6,644	1,479	1,927	961	1,656	12,667

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Language training (basic continuous courses)

Number of students in basic continuous full-time day courses, by occupational category, language studied and year of enrolment, 1984

Occupational category	Language studied						Total		Grand total
	French			English			Enrolled in 1983 ^a	Enrolled in 1984	
	Enrolled in 1983 ^a	Enrolled in 1984	Total	Enrolled in 1983 ^a	Enrolled in 1984	Total			
Management	20	60	80	0	0	0	20	60	80
Scientific and Professional	121	182	303	24	46	70	145	228	373
Administrative and Foreign Service	329	468	797	50	49	99	379	517	896
Technical	77	80	157	30	34	64	107	114	221
Administrative Support	239	276	515	84	75	159	323	351	674
Operational	16	15	31	8	14	22	24	29	53
Other ^b	158	176	334	22	37	59	180	213	393
Total	960	1,257	2,217	218	255	473	1,178	1,512	2,690

^a Includes students who continued their training in 1984 only.^b Students from departments and agencies not included in the Official Languages Information System (OLIS).

53

Language training (other courses)

Number of students in other types of courses, by occupational category, language studied and year of enrolment, 1984

Occupational category	Language studied						Total		Grand total
	French			English					
	Enrolled in 1983 ^a	Enrolled in 1984	Total	Enrolled in 1983 ^a	Enrolled in 1984	Total	Enrolled in 1983 ^a	Enrolled in 1984	
Management	64	285	349	0	5	5	64	290	354
Scientific and Professional	309	856	1,165	20	251	271	329	1,107	1,436
Administrative and Foreign Service	472	1,349	1,821	23	388	411	495	1,737	2,232
Technical	165	387	552	9	113	122	174	500	674
Administrative Support	570	1,540	2,110	94	647	741	664	2,187	2,851
Operational	42	106	148	11	92	103	53	198	251
Other ^b	513	1,289	1,802	50	327	377	563	1,616	2,179
Total	2,135	5,812	7,947	207	1,823	2,030	2,342	7,635	9,977

^aIncludes students who continued their training in 1984 only.^bStudents from departments and agencies not included in the Official Languages Information System (OLIS).

Acting appointment

The designation of a person to carry out, for a temporary period, the duties and responsibilities of a position having a higher maximum rate of pay.

Affirmative action

An approach which applies specific analytical tools to identify the sources of discrimination against certain under-represented groups and to remove any obstacles to the equitable representation of these groups in Public Service employment.

Appeal

A request made to have a board, established under paragraph 5(d) of the *Public Service Employment Act*, inquire into the circumstances of an appointment or proposed appointment from within the Public Service, or of a recommendation for release or demotion because of incompetence or incapacity.

Appealable selection processes

Certain selection processes that are subject to appeal under section 21 of the *Public Service Employment Act*.

Appealed selection processes

Selection processes against which one or more appeals have been lodged.

Appointment to the Public Service

Appointment made from the general public or from a government agency not subject to the *Public Service Employment Act*.

Appointment within the Public Service

An appointment within or between departments, subject to the *Public Service Employment Act*.

Assignment

The temporary designation of a person, usually within the same department, to perform certain tasks, without affecting the person's appointment status.

Audit or integrated personnel audit

The systematic review and assessment of departments and agencies to determine the extent to which the Treasury Board's or the Public Service Commission's personnel policies, procedures and systems are being complied with and how well delegated personnel authority is being managed.

Bilingual position

Staffed imperatively
A bilingual position whose language requirements must be met by the candidate upon appointment.

Language requirement suspended

A bilingual position whose language requirement is suspended for candidates 55 years of age or over, or on compassionate grounds.

Staffed non-imperatively

A bilingual position to which candidates who have not met the language requirements may be appointed, if they:

- are eligible for language training at public expense;
- have satisfied the Commission that they have the ability to succeed in language training; and
- agree in writing to meet the language requirements of the position within the specified time, or, if unable to do so, to accept a transfer to a position for which they are qualified.

Closed competition

A competition open only to people employed in the Public Service. Prospective candidates are invited to apply for positions advertised by poster, or are identified from an inventory of eligible employees.

Competition, see Open competition and Closed competition.

Delegation of staffing authority

Authorization that the Commission gives a deputy head to exercise some of its powers, functions and duties, subject to certain terms and conditions. The Commission also approves the delegation, by the deputy head, of these powers, functions, and duties to certain persons within his/her jurisdiction.

Demotion

Appointment of an employee to a position for which the maximum rate of pay is lower than that of the employee's former position. This is done because of incompetence or incapacity, and is based on a departmental recommendation under section 31 of the *Public Service Employment Act*.

Deployment

Appointment, subject to the Management Category Exclusion Approval Order, of an employee in the Management Category to another position at the same, higher, or lower level than that of the employee, provided there is no change in the personal classification of the employee.

Downward transfer

Appointment of an employee to a position at a lower level in the same occupational group or subgroup, or in another group or subgroup for which the maximum rate of pay is lower than that of the employee's former position.

Employee mobility

The movement of an employee within or between departments, or where either the occupational group or subgroup changes, or the type of employment changes, such as from specified period to indeterminate.

Employee on probation

An employee whose capabilities and competence to fulfill the requirements of the position through the performance of its duties and responsibilities are being tested during a designated period following appointment.

Exemption

- The dispensation granted by Order-in-Council to a unilingual person to compete for a non-imperative staffing of a bilingual position and to be appointed to it under certain conditions, without being qualified to the level of the language requirements of his/her position in his/her second official language.
- A mechanism used by the Commission to exempt, from having to be assessed each time they are involved in a staffing action, those persons who demonstrate a high degree of proficiency and permanence in their second-language skills.

Executive (EX) group

The senior group of the Management Category, consisting of five levels up to and including most assistant deputy ministers.

Full-time employment

The employment of a person ordinarily required to work the standard weekly hours set out in the relevant collective bargaining agreement or, where one is not applicable, set out by the employer.

Imperative staffing (see Bilingual position)

Indeterminate employment

Part-time or full-time employment with no fixed duration.

Instrument of delegation of staffing authority

A document through which the Commission authorizes a deputy head to exercise certain of its powers, and perform functions and duties, subject to certain terms and conditions, and approves the delegation by the deputy head of these powers, functions, and duties to certain persons within his/her jurisdiction.

Integrated Personnel Audit (see Audit)

Integrated management process

Process whereby management activities from the planning sub-elements up, and decisions associated with resource allocation and information systems, are closely coordinated and integrated.

Language requirement suspended (see Bilingual position)

Language standard

A formalized description of the levels of second-language proficiency required for each language skill in order to carry out the functions and duties of a bilingual position.

Lateral transfer

Appointment of an employee to a position in the same occupational group, subgroup and level, or in another group or subgroup for which the maximum rate of pay is the same as that of the employee's former position.

Lay-off

The termination of a person's employment, under subsection 29(1) of the *Public Service Employment Act*, "where the services of an employee are no longer required because of lack of work or because of discontinuance of a function." Under these circumstances, the deputy head may lay off the employee, in accordance with Commission regulations. This decision is not subject to appeal.

Linguistic profile

The levels of language proficiency required, in both official languages, in three abilities: reading, writing and oral interaction.

Language status of an incumbent

The employee's status in meeting the language requirements of a bilingual position: "met," "must meet," or "not required to meet."

Language requirements of a position

The language or languages to be used by the incumbent of a position in performing the duties of the position: bilingual, English essential, French essential, or English or French essential.

Management Category

An occupational category composed of two groups (EX and SM), including senior personnel with responsibility for policy development; program formulation and delivery; design and operation of management processes; and management of personnel, finances, and public affairs.

Non-imperative staffing (see Bilingual position)

Occupational Category

A broad series of job families characterized by the nature of the functions performed and the extent of academic preparation required.

Occupational group

An occupational category sub-division comprising similar kinds of work requiring similar skills. It often bears a relationship to an identifiable labour market outside the Public Service.

Open competition

A competition open to people from within and outside the Public Service.

Opportunity for advancement prejudicially affected

The Commission's opinion that an employee's immediate career progression has been or would be hindered by the appointment or proposed appointment, without competition, of another employee. The opinion of prejudicial effect determines that an appeal board has jurisdiction to hear an appeal.

Oral interaction

Listening and speaking abilities considered as a single act of communication. In order to determine the ability to communicate in the second official language, one test "oral" interaction, is administered.

Part-time employment excluded from the Public Service Employment Act)

The employment of a person ordinarily not required to work more than one-third of the standard daily or weekly hours established for people doing similar work (effective 1 January 1981).

Part-time employment (subject to the Public Service Employment Act)

The employment of a person ordinarily required to work more than one-third of the standard daily or weekly hours established for people doing similar work (effective January 1, 1981).

Post-audit

Follow-up activity to an audit to determine the extent, adequacy, nature and quality of departmental action to correct audit findings.

Priority

Administrative

Entitlement to consideration for appointment before others and without competition, based on Commission policy.

Statutory

Entitlement to appointment or consideration for appointment before others and without competition, as stipulated in the *Public Service Employment Act*.

Surplus

Entitlement to consideration for appointment before others and without competition, granted to employees identified for lay-off who are considered suitable for appointment.

Promotion

Appointment of an employee to a position at a higher level in the same occupational group or subgroup, or in another group or subgroup, for which the maximum rate of pay is greater than that of the employee's former position.

Reappointment for an additional term

Appointment of a term employee to a position in the same occupational group, subgroup, and level, where the new appointment is for a specified period. For statistical reasons, only appointments of employees whose total period of employment amounts to six months or more in the same position, are tabulated.

Reclassification

Appointment of an employee to a position that has been re-evaluated, where the occupational category, group, subgroup, or level changes from the position's previous classification.

Referral

The presentation of possibly qualified candidates, identified through an inventory, for consideration for vacancies.

Release for incompetence or incapacity

The termination of a person's employment under subsection 31(1) of the *Public Service Employment Act*, "where an employee, in the opinion of the deputy head, is incompetent in performing the duties of the position he occupies or is incapable of performing those duties." This release is recommended to the Commission by the deputy head, and can be appealed by the employee to a board established by the Commission.

Resourcing

Certain activities carried out by the Commission relating to the Management Category: planned interdepartmental deployment; staffing; and counselling members of the category.

Revolving fund

A revolving fund is a continuing or non-lapsing authorization by Parliament to make payments out of the Consolidated Revenue Fund for working capital, capital acquisitions, and temporary financing of accumulated operating deficits. It is an authorization to draw on the Consolidated Revenue Fund, not a segregation of cash. A fund is a means by which Parliament provides continuing authorization for an operation that is funded completely by users, or partly by users and partly by subsidization. The authorization is intended to permit the value of the services of the fund to be charged to the users, although this may not occur in all instances.

Right of appeal

The entitlement to have an appointment or proposed appointment from within the Public Service, or a recommendation for release or demotion because of incompetence or incapacity, inquired into by an appeal board.

Seasonal employment

Part-time or full-time employment for certain parts of the year only.

Selection with competition

A selection process where either a competition poster or an inventory is used to identify candidates.

Selection without competition

A selection process consisting of a reclassification, lateral transfer, downward transfer, promotion, or priority appointment.

Senior management (SM) group

The group immediately below the executive group in the Management Category.

Separation

The termination of a person's employment from that part of the public service where the Commission has the exclusive right and authority to appoint.

Specified period employment

Part-time or full-time employment for a predetermined period (a term employee). In the report, only term employees with specified periods of employment of six months or more are included.

Systemic

Which finds its source or explanation in the qualities or shortcomings inherent in a system or organization.

Training***Orientation training***

Training to provide information to employees about their new work environment.

Professional, technical and vocational training

Training to ensure that employees are able to perform their current functions at the level of performance required by the employer.

Developmental training

Training to ensure that qualified employees will be available to meet identified human resources requirements.

Transfer (see Lateral transfer or Downward transfer)

Types of appointment

Different ways of being appointed to position: Promotion, lateral transfer, downward transfer, demotion, reappointment for an additional term, reclassification.

Types of employment

Employment varies with duration of the appointment: indeterminate employment, specified period employment, seasonal employment, full-time employment and part-time employment.

Underrepresentation

Employment in the Public Service of a particular group of individuals whose numbers are less than might be expected given the representation of such persons in the labour market.

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1888 Brunswick Street
7th Floor
Halifax, Nova Scotia
B3J 1M8
(902) 426-2171
TDD 426-6246

Quebec

Guy Favreau Complex, West Tower
200 Dorchester Boulevard West
8th Floor
Montreal, Quebec
H2Z 1X4
(514) 283-6315
TDD 283-2467

National Capital

Vanguard Building
71 Slater Street
2nd Floor
Ottawa, Ontario
K1A 0M7
(613) 996-9676
TDD 996-1205

Ontario

Professional Building
80 Dundas Street West
Toronto, Ontario
M5G 2A8
(416) 369-3131
TDD 369-2269

District Offices

Brunswick Building
1888 Brunswick Street
7th Floor
Halifax, Nova Scotia
B3J 1M8
(902) 426-2171

Central and Eastern Trust Building
860 Main Street
Room 603
Moncton, New Brunswick
E1C 1G2
(506) 388-6622

Guy Favreau Complex, West Tower
200 Dorchester Boulevard West
8th Floor
Montreal, Quebec
H2Z 1X4
(514) 283-5772

Government of Canada Building, West
354 Water Street
2nd Floor
St. John's, Newfoundland
A1C 1C4
(709) 772-4314

Confederation Court Mall
134 Kent Street
3rd Floor
Charlottetown, Prince Edward Island
C1A 8R8
(902) 566-7025

Place Sillery
1126 Chemin St-Louis
Room 205
Sillery, Quebec
G1S 1E5
(418) 648-3372

Regional Offices

Manitoba and Saskatchewan

Credit Foncier Building
286 Smith Street
Room 500
Winnipeg, Manitoba
R3C 0K6
(204) 949-2166
TDD 949-6066

Alberta and the Northwest Territories

Capital Place
9707 - 110th Street
2nd Floor
Edmonton, Alberta
T5K 2L9
(403) 420-3140
TDD 420-3130

Pacific and Yukon

Pacific Centre
Toronto Dominion Tower
700 Georgia Street West
8th Floor
P.O. Box 10282
Vancouver, British Columbia
V7Y 1E8
(604) 666-0696
TDD 666-6868

District Offices

Credit Foncier Building
286 Smith Street
Room 500
Winnipeg, Manitoba
R3C 0K6
(204) 949-2069

Capital Place
9707 - 110th Street
2nd Floor
Edmonton, Alberta
T5K 2L9
(403) 420-3138

Pacific Centre
Toronto Dominion Tower
700 Georgia Street West
8th Floor
P.O. Box 10282
Vancouver, British Columbia
V7Y 1E8
(604) 666-0698

Imperial Bank of Commerce Building
1867 Hamilton Street
Room 1010
Regina, Saskatchewan
S4P 2C2
(306) 359-5720

Precambrian Building
4922 - 52nd Avenue
P.O. Box 2730
Yellowknife, Northwest Territories
X1A 2R1
(403) 873-3525

Yukon Centre
4114 - 4th Avenue
Room 302
Whitehorse, Yukon
Y1A 4N7
(403) 668-4487

Bureaux régionaux

Manitoba et Saskatchewan

Immeuble du Crédit Foncier
Bureau 500
286, rue Smith
Winnipeg (Manitoba)
R3C 0K6
(204) 949-2166
ATME: 949-6066

Alberta et Territoires du Nord-Ouest

Place Capital
2^e étage
9707, 110^e rue
Edmonton (Alberta)
T5K 2L9
(403) 420-3140
ATME: 420-3130

Pacifique et Yukon

Centre Pacifique, Tour Toronto
Dominion
8^e étage
700, rue Georgia ouest
C.P. 10282
Vancouver (Colombie-Britannique)
V7Y 1E8
(604) 666-0696
ATME: 666-6868

Bureaux de district

Immeuble du Crédit Foncier

Bureau 500
286, rue Smith
Winnipeg (Manitoba)
R3C 0K6
(204) 949-2069

Immeuble de la Banque Canadienne
Impériale de Commerce
Bureau 1010
1867, rue Hamilton
Regina (Saskatchewan)
S4P 2C2
(306) 359-5720

Place Capital
2^e étage
9707, 110^e rue
Edmonton (Alberta)
T5K 2L9
(403) 420-3138

Immeuble Precambrian
4922, 52^e avenue
C.P. 2730
Yellowknife (Territoires du
Nord-Ouest)
X1A 2R1
(403) 873-3525

Centre Pacifique, Tour Toronto

Dominion
8^e étage
700, rue Georgia ouest
C.P. 10282
Vancouver (Colombie-Britannique)
V7Y 1E8
(604) 666-0698

Centre Yukon
Bureau 302
4114, 4^e avenue
Whitehorse (Yukon)
Y1A 4N7
(403) 668-4487

Administration centrale

L'Esplanade Laurier, Tour ouest
300, avenue Laurier ouest
Ottawa (Ontario)
K1A 0M7
(613) 996-5010
ATME (appareil de télécommunication pour malentendants): 993-4126

Bureaux régionaux

Atlantique
Immeuble Brunswick
7^e étage
1888, rue Brunswick
Halifax (Nouvelle-Ecosse)
B3J 1M8
(902) 426-2171
ATME: 426-6246

Immeuble Brunswick
7^e étage
1888, rue Brunswick
Halifax (Nouvelle-Ecosse)
B3J 1M8
(902) 426-2171
Immeuble Central and Eastern Trust
Bureau 603
860, rue Main
Moncton (Nouveau-Brunswick)
E1C 1G2
(506) 388-6622

Edifice du gouvernement du Canada,
ouest
2^e étage
354, rue Water
St. John's (Terre-Neuve)
A1C 1C4
(709) 772-4314
Mail Confederation Court
3^e étage
134, rue Kent
Charlottetown (Île-du-Prince-Édouard)
C1A 8R8
(902) 566-7025

Québec

Complexe Guy-Favreau, Tour ouest
8^e étage
200, boulevard Dorchester ouest
Montréal (Québec)
H2Z 1X4
(514) 283-6315
ATME: 283-2467

Capitale nationale

Immeuble Vanguard
2^e étage
171, rue Slater
Ottawa (Ontario)
K1A 0M7
(613) 996-9676
ATME: 996-1205

Ontario

Immeuble Professional
180, rue Dundas ouest
Toronto (Ontario)
M5G 2A8
(416) 369-3131
ATME: 369-2269

Bureaux de district

Complexe Guy-Favreau, Tour ouest
8^e étage
200, boulevard Dorchester ouest
Montréal (Québec)
H2Z 1X4
(514) 283-5772
Place Sillery
Bureau 205
1126, chemin St-Louis
Sillery (Québec)
G1S 1E5
(418) 648-3372

Sous-représentation

Représentation moindre que celle à laquelle on pourrait s'attendre d'un groupe donné parmi les employés de la Fonction publique, en considération de la représentation de ce groupe sur le marché du travail.

Stagiaire

Employé dont la capacité d'exercer les fonctions de son poste est évaluée en fonction de son rendement au cours d'une période donnée qui suit immédiatement la nomination.

Statuaire, voir Priorité statutaire.

Système de gestion intégré

Processus par lequel les activités de gestion, des sous-éléments de planification en montant, et les décisions liées aux systèmes d'affectation des ressources et d'information sur les ressources sont étroitement coordonnées et intégrées.

Systémique

Qui tient aux qualités ou aux déficiences inhérentes à un système ou à un organisme.

Vérification

Examen et évaluation systématique des ministères et organismes afin de déterminer dans quelle mesure ils respectent les politiques, directives et systèmes relatifs au personnel et de quelle manière ils administrent les pouvoirs que la Commission de la Fonction publique ou le Conseil du Trésor leur délèguent.

est incapable de remplir ces fonctions; la Commission de la Fonction publique peut en appeler de cette recommandation devant un comité établi à cette fin par la Commission.

Rétrogradation

Nomination d'un employé à un poste dont le maximum de l'échelle de traitement est inférieur à celui du poste qu'il occupait auparavant et ce, pour des raisons d'incompétence ou d'incapacité et par suite d'une recommandation en ce sens par le ministère, conformément à l'article 31 de la Loi sur l'emploi dans la Fonction publique.

Ressourcement

Activités exécutées par la Commission pour la catégorie de la gestion; le déploiement interministériel des cadres, la dotation des postes de la catégorie et l'orientation de ses membres.

Sélection par concours

Sélection de candidats par suite de l'affichage d'un avis de concours ou de la consultation d'un répertoire.

Sélection sans concours

Sélection par voie de reclassement, de promotion ou de nomination en priorité.

Situation linguistique du titulaire

Indication permettant de savoir si le titulaire a satisfait, doit satisfaire ou n'a pas à satisfaire aux exigences linguistiques d'un poste bilingue.

statutaire Droit d'être nommé ou pris en considération pour une nomination sans concours avant d'autres personnes, conformément à la Loi sur l'emploi dans la Fonction publique.

Promotion

Nomination d'un employé à un poste de niveau supérieur au sein des mêmes groupe et sous-groupe professionnels ou de tout autre groupe ou sous-groupe dont le maximum de traitement est supérieur à celui du poste que l'employé occupait auparavant.

Reclassement

Nomination d'un employé à un poste qui a fait l'objet d'une réévaluation lorsque celle-ci entraîne une modification du niveau ou des sous-groupe, groupe ou catégorie professionnels du poste.

Reconduction d'une nomination pour une période déterminée

Nomination pour une période déterminée d'un employé qui avait déjà été nommé pour une période déterminée à un poste dont le niveau ainsi que les groupes et sous-groupe professionnels sont identiques à ceux du poste qu'il occupait auparavant; à des fins statistiques, on ne tient compte que des employés dont les périodes d'emploi sont continues et totalisent au moins six mois.

Renvoi pour incompétence ou incapacité

Fin de la période d'emploi en vertu du paragraphe 31(1) de la Loi sur l'emploi dans la Fonction publique, lorsque, de l'avis du sous-chef, un employé est incompétent dans l'exercice des fonctions de son poste, ou qu'il

aux exigences linguistiques suspendues Poste bilingue pour lequel les candidats n'ont pas à satisfaire aux exigences linguistiques, s'ils ont au moins 55 ans ou pour des raisons humanitaires.

Norme linguistique

Description normalisée des habiletés et degrés de maîtrise en français et en anglais, langues secondes, exigibles d'un titulaire de poste bilingue dans sa seconde langue officielle.

Postvérification

Suivi donné à une vérification en vue de constater la nature, l'étendue et la qualité des mesures correctives prises par le ministère qui a fait l'objet de la vérification.

Présentation

Fait de proposer des candidats recensés dans un répertoire et susceptibles de se qualifier pour un poste.

Profil linguistique

Niveau de compétence linguistique requis, pour chacune des langues officielles, dans trois habiletés: compréhension de l'écrit, expression écrite et interaction orale.

Priorité

administrative Droit d'être pris en considération pour une nomination sans concours avant d'autres personnes, conformément à une politique de la Commission de la Fonction publique.

D'emploi excédentaire

Droit d'être pris en considération pour une nomination sans concours avant d'autres personnes, accordé à un employé appelé à être mis en disponibilité et considéré comme apte à l'emploi.

Interaction orale

Compréhension auditive et expression orale considérées comme un seul acte de communication. Pour déterminer l'habileté à communiquer ou conserver en langue seconde, on administre un seul test dit d'interaction orale.

Instrument de délégation de pouvoirs en matière de dotation en personnel

Document par lequel la Commission de la Fonction publique autorise un sous-chef à exercer, en son nom, certains de ses pouvoirs, fonctions et devoirs en y précisant les restrictions et conditions qui s'appliquent, et approuve la délégation par le sous-chef de ces pouvoirs, fonctions et devoirs à certaines personnes qui relèvent de lui.

Intérimaire, voir Nomination intérimaire.

Méthodes de sélection, voir: Sélection par concours, Sélection sans concours, Concours public et Concours restreint.

Méthode de sélection

ayant fait l'objet d'un appel
Méthode de sélection ouvrant droit à un appel, à propos de laquelle au moins un appel a été interjeté.
ouvrant droit à un appel
Méthode de sélection pouvant donner lieu à un appel, conformément à l'article 21 de la Loi sur l'emploi dans la Fonction publique.

Mise en disponibilité

Fin de la période d'emploi en vertu du paragraphe 29(1) de la Loi sur l'emploi dans la Fonction publique, lorsque les services d'un employé ne sont plus requis, soit faute de travail, soit par suite de la suppression d'une fonction; en pareil cas, le sous-chef

peu, en conformité avec les règlements de la Commission de la Fonction publique, mettre l'employé en disponibilité (cette décision n'est pas sujette à appel).

Mobilité des employés

Déplacement d'un employé d'un ministère à un autre ou au sein du même ministère, d'un groupe ou sous-groupe professionnel à un autre ou d'une modalité d'emploi à une autre.

Modalités d'emploi

Particularités relatives à la durée d'un emploi; emploi pour une période indéterminée, emploi pour une période déterminée, emploi saisonnier, emploi à temps plein et emploi à temps partiel.

Modalités de nomination

Façons diverses d'accéder à un poste: promotion, mutation latérale, mutation régressive, rétrogradation, reconduction et reclassement.

Mutation

latérale
Nomination d'un employé à un poste de même niveau au sein des mêmes groupe et sous-groupe professionnels ou de tout autre groupe ou sous-groupe professionnel dont le maximum de l'échelle de traitement est identique à celui du poste que l'employé occupait auparavant.

régressive

Nomination d'un employé à un poste de niveau inférieur au sein des mêmes groupe et sous-groupe professionnels ou de tout autre groupe ou sous-groupe professionnel dont le maximum de l'échelle de traitement est inférieur à celui du poste que l'employé occupait auparavant.

Nomination à la Fonction publique

Nomination d'une personne de l'extérieur d'un organisme fédéral qui n'est pas régi par la Loi sur l'emploi dans la Fonction publique.

Nomination au sein de la Fonction publique

Nomination intraministérielle ou interministérielle effectuée dans un ministère ou un organisme régi par la Loi sur l'emploi dans la Fonction publique

Nomination intérimaire

Désignation d'une personne pour accomplir, pendant une période donnée les fonctions et les responsabilités d'un poste dont le taux maximum de traitement est supérieur à celui du poste qu'elle occupe.

Poste bilingue

à dotation impérative
Poste bilingue pour lequel les candidats doivent satisfaire aux exigences linguistiques au moment de leur nomination.

à dotation non impérative

Poste bilingue auquel les candidats qui ne satisfont pas aux exigences linguistiques peuvent être nommés;

- s'ils sont admissibles à la formation linguistique offerte aux frais de l'État;
- s'ils démontrent, à la satisfaction de la Commission de la Fonction publique, leur aptitude à réussir leur formation linguistique;
- s'ils s'engagent par écrit à satisfaire aux exigences linguistiques avant la fin de la période spécifiée ou, en cas d'échec, à accepter une mutation à un poste pour lequel ils sont qualifiés.

Emploi à temps partiel (régi par la Loi sur l'emploi dans la Fonction publique)

Emploi où le titulaire est habituellement tenu de faire plus du tiers des heures de travail quotidiennes ou hebdomadaires normales fixées pour les employés qui effectuent un travail semblable (en vigueur depuis le 1^{er} janvier 1981).

Emploi à temps plein

Emploi où le titulaire est habituellement tenu de faire la semaine de travail normale prescrite par la convention collective pertinente ou, s'il est exclu de la négociation collective, par l'emploi.

Emploi pour une période déterminée

Emploi à temps plein ou à temps partiel dont la durée est déterminée à l'avance. (Dans ce rapport annuel, la Commission de la Fonction publique ne rend compte que des employés nommés pour une période déterminée de six mois ou plus.)

Emploi pour une période indéterminée

Emploi à temps plein ou à temps partiel dont la durée n'est pas déterminée.

Emploi saisonnier

Emploi à temps plein ou à temps partiel où le titulaire ne travaille que pendant certaines périodes de l'année.

Excédentaire, voir Priorité d'emploi excédentaire.

Exemption

- Privilège consenti par décret à un unilingue fonctionnel de postuler un emploi bilingue à dotation non impérative et d'y être nommé, sous certaines conditions, quitte à se qualifier dans sa seconde langue officielle au niveau des exigences linguistiques de son poste dans un délai réglementaire après nomination. (Le temps ou période d'exemption se dit aussi *sursis*.)

- Mécanisme de certification du degré de bilinguisme d'un fonctionnaire dont la maîtrise de sa seconde langue officielle présente des caractéristiques de permanence, et en vertu duquel un fonctionnaire se voit dispenser de toute réévaluation subséquente en sa seconde langue officielle pour une période indéterminée.

Fonds renouvelable

La ou les langues que le titulaire d'un poste doit utiliser dans l'exercice des fonctions du poste: bilingue, français essentiel, anglais essentiel, anglais ou français essentiel.

Exigences linguistiques suspendues, voir Poste bilingue.

Un fonds renouvelable constitue une autorisation permanente ou continue donnée par le Parlement en vue d'effectuer des paiements au moyen du Fonds du revenu consolidé aux titres de fonds de roulement, de l'acquisition d'immobilisation et du financement temporaire des déficits accumulés d'exploitation. Il s'agit d'une autorisation de tirer du Fonds du revenu consolidé, et non pas d'une provision de caisse. Un fonds représente un moyen permettant au Parlement d'autoriser de façon continue une opération financée entièrement par les utilisateurs ou, en partie, par les utilisateurs et, en partie, par voie

Groupe professionnel

Subdivision d'une catégorie professionnelle qui comprend des genres semblables de travail exigeant des aptitudes analogues. Ce terme a souvent un rapport avec un secteur identifiable du marché du travail à l'extérieur de la Fonction publique.

Groupe de la gestion supérieure

Groupe professionnel inférieur de la catégorie de la gestion, qui ne comprend qu'un seul niveau.

Groupe de la direction

Groupe professionnel supérieur de la catégorie de la gestion, qui comprend cinq niveaux et qui inclut la plupart des sous-ministres adjoints.

Gestion, voir Catégorie de la gestion.

Perfectionnement

Formation visant à assurer qu'il y aura aux exigences futures de la Fonction publique en ressources humaines.

Formation professionnelle et technique

Formation visant à assurer que les leurs fonctions actuelles au niveau de rendement requis par l'employeur.

Formation

Initiation Formation visant à enseigner les employés sur leur nouveau milieu de travail.

pas dans tous les cas.

d'octroi de subventions. L'autorisation a pour but de permettre d'imputer au compte des utilisateurs la valeur des services du fonds, mais cela ne se fait

Action positive

Ensemble de moyens précis par lesquels on tâche de déceler et d'éliminer les caractéristiques inhérentes aux systèmes d'organisation et qui sont cause de discrimination envers certains groupes sous-représentés dans les rangs de la Fonction publique.

Affectation

Assignation, à titre temporaire, de certaines tâches à une personne, habituellement au sein du même ministère, sans modification de sa nomination.

Amoindrissement des chances d'avancement

Avis rendu par la Commission de la Fonction publique afin de déterminer si les chances immédiates d'avancement d'un employé sont amoindries dans le cas où un autre employé est nommé ou est sur le point d'être nommé à un poste sans concours. L'avis rendu par la Commission permet de déterminer si la nomination en question peut être portée en appel devant un comité d'appel.

Appel

Demande relative à l'établissement, aux termes de l'alinéa 5 d) de la Loi sur l'emploi dans la Fonction publique, d'un comité chargé d'enquêter sur les circonstances de la nomination ou nomination proposée d'une personne déjà membre de la Fonction publique ou d'une recommandation de renvoi ou de rétrogradation pour incompétence ou incapacité.

Catégorie de la gestion

Catégorie professionnelle, divisée en deux groupes (direction et gestion supérieure), qui englobe les cadres chargés de l'élaboration des politiques, de la conception et de la direction des programmes, de la conception et du

fonctionnement des systèmes de gestion, et de la gestion du personnel, des finances et des relations publiques.

Catégorie professionnelle

Série d'emplois de la même famille caractérisés par la nature des fonctions qu'ils comportent et par l'importance de la formation scolaire qu'ils exigent.

Cessation d'emploi

Départ d'un employé de la partie de la Fonction publique pour laquelle la Commission possède tous les pouvoirs de nomination.

Concours public

Concours auquel les employés de la Fonction publique et les personnes de l'extérieur peuvent participer.

Concours restreint

Concours auquel seuls les employés de la Fonction publique peuvent participer; les candidats sont invités à répondre à un avis de concours annonçant les postes à pourvoir ou sont identifiés au moyen d'un répertoire d'employés admissibles.

Délégation de pouvoirs en matière de dotation en personnel

Autorisation que la Commission de la Fonction publique accorde à un sous-chef d'exercer, en son nom, certains de ses pouvoirs, fonctions et devoirs en y précisant les restrictions et conditions qui s'appliquent. Par cette même autorisation, la Commission approuve la délégation par le sous-chef de ces pouvoirs, fonctions et devoirs à certaines personnes qui relèvent de lui.

Déploiement

Nomination, sous réserve des dispositions du décret d'exclusion des membres de la catégorie de la gestion, d'un employé de la catégorie de la gestion à un autre poste de niveau égal, supérieur ou inférieur à celui de l'employé en question, pourvu qu'il n'y ait aucune modification de la classification même de l'employé.

Dotation impérative, voir Poste bilingue à dotation impérative.

Dotation non impérative, voir Poste bilingue à dotation non impérative.

Droit d'appel

Droit d'obtenir qu'un comité d'appel enquête sur les circonstances de la nomination ou nomination proposée d'une personne déjà membre de la Fonction publique ou d'une recommandation de renvoi ou de rétrogradation pour incompétence ou incapacité.

Emploi à temps partiel (non régi par la Loi sur l'emploi dans la Fonction publique)

Emploi où le titulaire n'est habituellement pas tenu de faire plus du tiers des heures de travail quotidiennes ou hebdomadaires normales fixées pour les employés qui effectuent un travail semblable (en vigueur depuis le 1^{er} janvier 1981).

Répartition des participants aux cours de formation professionnelle de la Commission selon le domaine de cours et la catégorie professionnelle, 1984

Catégorie professionnelle

La demande de formation ne précise pas la catégorie professionnelle.
Comprend les cours de gestion du programme Cours et affectations de perfectionnement.

15

Langue étudiée	Modalité des cours	Région			
		RN	Atlantique	Québec	Ontario
Français	Continus	1,852	207	36	76
	Non-continus	2,425	255	207	58
	Spéciaux	31	34	197	7
	Hors des heures de travail	1,323	952	75	783
	Total	5,631	1,448	515	924
Anglais	Continus	131	0	340	0
	Non-continus	648	0	290	19
	Spéciaux	14	29	0	0
	Hors des heures de travail	220	2	782	18
	Total	1,013	31	1,412	37
Grand total	Continus	6,644	1,479	1,927	961
	Non-continus	12,667	2,501	8	1,656
	Spéciaux	43	0	2	1,024
	Hors des heures de travail	1,024	2	782	18
	Total	19,378	4,000	2,713	3,657

Domaine de cours	RCN	Halifax	Montréal	Toronto	Winnipeg	Edmonton	Vancouver	Total
Orientation en gestion*	1,181	17	21	0	13	41	19	1,292
Théorie et pratiques de gestion	1,890	96	209	136	132	119	65	2,647
Informatique	2,027	92	114	120	59	33	49	2,494
Gestion des finances	1,287	268	97	151	122	120	33	2,494
Gestion du matériel	261	25	73	11	36	38	18	462
Séminaires	975	0	0	0	0	0	0	975
Gestion du personnel	1,418	151	106	81	182	112	109	2,159
Approche systémique à la formation	88	0	0	0	0	15	0	103
Perfectionnement individuel	262	55	27	74	54	0	31	503
Vérification	0	0	21	0	0	0	0	21
Total	9,389	704	668	573	598	478	441	12,851

*Comprend les cours de gestion du programme Cours et affectations de perfectionnement.

Formation professionnelle et langue d'enseignement
Répartition des cours de formation professionnelle donnés par la Commission, selon le domaine de cours et la langue d'enseignement, 1984

Langue d'enseignement		Domaine de cours	
Anglais	Bilingue	Français	Total
47	3	8	58
109	0	41	150
103	0	21	124
90	0	17	107
17	0	7	24
36	0	10	46
99	0	34	133
6	0	3	9
22	0	5	27
0	0	2	2
529	3	148	680
Total			

Comprend les cours de gestion du programme Cours et affectations de perfectionnement.

Méthodes de sélection				
Ouvrant	Ayant fait	Appels	Appels	Appels
droit à un appel	l'objet d'un appel	réglés	accueillis	accueillis
Ministère				
Gendarmerie royale du Canada	188	10	9	2
Justice	68	6	6	4
Musées nationaux du Canada	35	1	1	0
Office national de l'énergie	51	1	1	0
Pêches et Océans	483	28	27	3
Revenu national (Douanes et Accise)	630	85	84	8
Revenu national (Impôt)	1,135	129	107	19
Santé nationale et Bien-être social	757	55	51	3
Secrétariat d'Etat du Canada	164	11	9	0
Service correctionnel du Canada	616	134	94	22
Solliciteur général	44	5	4	0
Statistique Canada	241	10	9	2
Transports	1,283	160	165	22
Travail	54	9	10	2
Travaux publics	400	30	24	3
Autres ministères	112	0	0	0
Total	15,012	1,484	1,384	220

Le nombre de méthodes de sélection pour lesquelles l'appel ou les appels ont été réglés n'est pas le même que celui des méthodes de sélection ayant fait l'objet d'un appel parce qu'un appel interjeté pendant une année peut n'être réglé que l'année suivante.

Appels, provenance des nominations et méthodes de sélection

Méthodes de sélection ouvrant droit à un appel, ayant fait l'objet d'appels, dont les appels ont été acceptés ou rejetés lesquelles un ou plusieurs appels ont été acceptés; nombre d'appelants dont les appels ont été acceptés ou rejetés ou dont le droit d'appel n'a pas été reconnu, selon la provenance des nominations et la méthode de sélection, 198

Résultats des appels

Provenance des nominations et méthode de sélection				
Ouvrant	Ayant fait	Appels	Appels	Appels
droit à un appel	l'objet d'un appel	réglés	accueillis	accueillis
Commission de la Fonction publique (dotation non-délégue)	242	22	29	13
Sans concours	260	30	25	14
Total	502	52	54	27
Ministères				
(dotation déléguée)	9,177	1,025	1,033	149
Sans concours	5,333	407	297	44
Total	14,510	1,432	1,330	193
CCF et ministères	9,419	1,047	1,062	162
Concours restreints	5,593	437	322	58
Sans concours	15,012	1,484	1,384	220
Grand total	2,379	366	1,576	437

Le nombre de méthodes de sélection pour lesquelles l'appel ou les appels ont été réglés n'est pas le même que celui des méthodes de sélection ayant fait l'objet d'un appel parce qu'un appel interjeté pendant une année peut n'être réglé que l'année suivante.

Le comité d'appel n'avait pas compétence pour entendre l'appel.

Le total des méthodes de sélection qui ont été réglés est inférieur au grand total des appels parce que plusieurs personnes peuvent en appeler d'une même méthode de sélection.

Méthodes de sélection, appels et ministère
d'appel, pour lesquelles l'appel ou les appels sont réglés, et pour
lesquelles au moins un appel a été accueilli, selon le ministère, 1984

Méthodes de sélection			
Ouvrant droit à un appel	l'objet d'un appel	Appels réglés	Appels accueillis
Ministère			
Affaires des anciens combattants	304	23	25
Affaires extérieures	133	19	25
Affaires indiennes et du Nord canadien	384	35	29
Agence canadienne de développement international	104	22	24
Agriculture	524	51	46
Approvisionnement et Services	792	40	37
Archives publiques du Canada	48	5	5
Bibliothèque nationale du Canada	22	2	2
Bureau du Commissaire aux langues officielles	5	1	1
Bureau du Conseil privé	25	1	1
Bureau du Directeur général des élections	1	1	1
Bureau du Vérificateur général du Canada	11	0	1
Commissariats à l'information et à la protection de la vie privée	4	4	3
Commission canadienne des transports	59	8	5
Commission d'appel de l'immigration	8	2	2
Commission de la Fonction publique	123	11	10
Commission canadienne des droits de la personne	16	2	1
Commission des relations de travail dans la Fonction publique	22	1	1
Communications	140	8	5
Conseil canadien des relations de travail	6	1	1
Conseil de la radiodiffusion et des télécommunications canadiennes	33	2	0
Conseil de révision des pensions	66	5	5
Conseil du Trésor	20	1	1
Consommation et Corporations	161	14	16
Cour fédérale	29	4	5
Cour suprême	5	1	0
Défense nationale (civils)	1,683	178	166
Département d'Etat au Développement économique	1	0	1
Département des Assurances	18	3	3
Emploi et Immigration	2,777	264	268
Energie, Mines et Ressources	276	15	15
Environnement	704	63	58
Expansion industrielle régionale	172	20	19
Finances	75	3	1
			0

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Ministère		Gendarmerie royale du Canada (employés de la Fonction publique)		Justice	Musées nationaux du Canada	Office national de l'énergie	Pêches et Océans	Revenu national (Douanes et Accise)	Revenu national (Impôt)	Santé nationale et Bien-être social	Secrétariat d'Etat du Canada	Service correctionnel du Canada	Solliciteur général	Statistique Canada	Transports	Travail	Travaux publics	Total
Appels accueillis	Avec audience (ministère a concédé)	0	0	3	0	0	5	18	48	3	0	45	0	8	34	2	4	399
Appels rejetés	Sans audience (ministère a concédé)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	35
	Avec audience (ministère a concédé)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
	Sans audience (ministère a concédé)	4	1	1	0	12	61	93	23	4	92	25	2	9	20	5	21	906
	Avec audience (ministère a concédé)	1	0	0	0	0	0	0	0	0	2	25	1	0	52	2	6	245
	Sans audience (ministère a concédé)	2	1	1	0	2	18	30	22	9	2	25	2	2	20	2	8	425
	Droit d'appel non reconnu*	1	0	0	0	0	0	0	0	0	0	49	0	1	1	1	2	366
	Total	0	0	1	0	1	7	25	72	13	1	2	2	1	2	2	2	2,3

² Le comité d'appel n'avait pas compétence pour entendre l'appel.

Méthodes de sélection, appels et catégorie professionnelle

Méthodes de sélection ouvrant droit à un appel, ayant fait l'objet d'appel, pour lesquelles l'appel ou les appels ont été régies, et pour lesquelles au moins un appel a été accueilli, selon la catégorie professionnelle, 1984

Méthodes de sélection		Catégorie professionnelle		Appels	
Ouvrant	Ayant fait l'objet d'un appel	Appels réguliers	Appels accueillis	Ouvrant	Ayant fait l'objet d'un appel
288	17	21	6	Gestion	288
1,029	90	79	10	Scientifique et professionnelle	1,029
5,138	618	610	96	Administration et service extérieur	5,138
1,326	163	170	19	Technique	1,326
5,654	300	285	49	Soutien administratif	5,654
1,577	296	219	40	Exploitation	1,577
15,012	1,484	1,884	220	Total	15,012

¹⁴ Le nombre de méthodes de sélection pour lesquelles l'appel ou les appels ont été régies n'est pas le même que celui des méthodes de sélection ayant fait l'objet d'un appel parce qu'un appel interjeté pendant une année peut n'être régié que l'année suivante.

Appels et ministère
 Nombre d'appelants dont les appels ont été accueillis ou rejetés ou dont le droit d'appel n'a pas été reconnu, selon la catégorie professionnelle, 1984

	Avec audience (ministère a concédé)	Sans audience (ministère a concédé)	Avec audience (retraitée par l'appelant)	Sans audience (retraitée par l'appelant)	Droit d'appel non reconnu*	Total
ministère	7	0	12	4	10	35
faïtes des anciens combattants	22	0	17	5	10	57
faïtes extérieures	2	0	12	3	9	31
gence canadienne de développement	26	0	1	2	3	33
griculture	33	3	20	17	9	84
provisionnements et Services	9	1	17	7	22	58
chives publiques du Canada	0	0	2	1	2	5
ibliothèque nationale du Canada	0	0	0	0	7	8
ielles	0	0	0	1	0	1
reau du Commissaire aux langues	0	0	0	1	0	1
reau du Conseil privé	0	0	1	0	0	1
reau du Directeur général des élections	0	0	0	1	0	1
reau du Vérificateur général du	0	0	0	0	0	1
missariats à l'information et à la	1	0	2	0	3	9
mission canadienne des droits de la	0	0	0	0	1	1
mission canadienne des transports	0	0	0	0	0	8
mission d'appel de l'immigration	0	0	0	1	0	2
mission de la Fonction publique	0	0	7	3	4	16
mission des relations de travail dans	0	0	0	0	1	1
ommunications	1	0	1	2	0	5
ncil de révision des pensions	1	0	1	0	1	5
ncil du Trésor	0	0	0	0	1	1
nsomation et Corporations	6	0	5	2	5	18
ur fédérale	3	0	3	0	0	6
ense nationale (civils)	34	11	99	26	47	255
partement des Assurances	1	0	2	0	1	4
ploi et Immigration	67	7	221	57	68	570
ergie, Mines et Ressources	3	0	8	0	5	18
vironnement	9	1	0	5	17	79
ansion économique régionale	0	0	0	0	1	1
ansion industrielle régionale	2	0	7	1	7	20
ances	0	0	0	0	1	1

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Catégorie professionnelle et motif de cessation d'emploi (sauf mise en disponibilité)									
		Anglo- Franco-phones		Anglo- Franco-phones		Franco-phones		Total	
Exploitation		65	32	8	4	102	88,7	13	11,3
Renvoi		33	21	12	3	57	79,2	15	20,8
Renvoi en cours de stage		0	1	0	0	1	100,0	0	0,0
Révoation de la nomination		1,229	454	99	52	1,693	91,8	152	8,2
Retraite		546	170	81	13	876	86,4	132	13,0
Fin de période déterminée		136	36	3	3	174	96,1	6	3,3
Décès		793	246	343	71	1,059	70,9	432	28,9
Démision		2,802	960	546	146	3,962	83,9	750	15,9
Toutes les catégories		124	53	52	16	185	72,0	72	28,0
Renvoi		108	48	74	12	163	64,7	89	35,3
Renvoi en cours de stage		1	2	2	2	3	42,9	4	57,1
Révoation de la nomination		2,995	871	1,015	307	3,897	74,5	1,336	25,5
Retraite		1,183	440	1,776	922	1,835	38,8	2,881	60,9
Fin de période déterminée		312	88	89	28	405	77,3	118	22,5
Décès		2,235	630	2,975	913	2,941	42,3	4,002	57,6
Démision		6,958	2,132	5,983	2,200	9,429	52,5	8,502	47,3
Grand total		6,958	2,132	5,983	2,200	9,429	52,5	8,502	47,3

Note: L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisaient pas la catégorie professionnelle, le sexe, le groupe linguistique ou le motif de cessation d'emploi.

- Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

Appels et catégorie professionnelle

Nombre d'appelants dont les appels ont été accueillis ou refusés ou dont le droit d'appel n'a pas été reconnu, selon la catégorie professionnelle, 1984

		Appels acceptés				Appels refusés				
		Avec audience (ministère a concédé)	Sans audience (ministère a concédé)	Avec audience (appelant)	Sans audience (appelant)	Avec audience (appelant)	Sans audience (appelant)	Droit d'appel non reconnu	Total	
Catégorie professionnelle	Gestion	16	1	0	4	0	0	7	2	
	Scientifique et professionnel	180	3	0	422	102	173	197	1,10	
	Technique	36	5	0	96	18	61	36	25	
	Soutien administratif	75	10	0	153	63	90	55	44	
	Exploitation	84	16	3	152	53	60	69	43	
Total		399	35	3	906	245	425	366	2,37	

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le comité d'appel n'avait pas compétence pour entendre l'appel.

Cessations d'emploi, catégorie professionnelle, sexe et groupe linguistique
Répartition, en nombre et pourcentage, des cessations d'emploi selon la catégorie professionnelle, le motif, le sexe et le groupe linguistique, 1984

Catégorie professionnelle et motif de cessation d'emploi (sauf mise en disponibilité)	Hommes		Femmes		Hommes		Femmes		Anglophones		Francophones	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Reste	1	0	0	0,0	1	100,0	0	0,0	1	100,0	0	0,0
Renvoi	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
Renvoi en cours de stage	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
Révoation de la nomination	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	0,0
Rétraite	113	21	1	0	135	99,3	1	0,7	114	84,4	21	15,6
Fin de période déterminée	1	0	0	0	1	100,0	0	0,0	1	100,0	0	0,0
Décès	6	2	0	0	8	100,0	0	0,0	6	75,0	2	25,0
Démision	61	12	6	1	79	91,9	7	8,1	67	83,7	13	16,2
Total	182	35	7	1	224	96,6	8	3,4	189	84,0	36	16,0
Technique et professionnelle	7	1	3	0	8	72,7	3	27,3	10	90,9	1	9,1
Renvoi	13	3	1	0	16	88,9	2	11,1	14	82,4	3	17,6
Renvoi en cours de stage	0	0	0	0	0	0,0	0	0,0	0	0,0	0	0,0
Révoation de la nomination	1	0	0	0	1	100,0	0	0,0	1	100,0	0	0,0
Rétraite	256	42	34	9	303	87,1	45	12,9	290	85,0	51	15,0
Fin de période déterminée	82	26	121	39	110	39,9	166	60,1	203	75,7	65	24,3
Décès	20	4	4	2	24	80,0	6	20,0	24	80,0	6	20,0
Démision	289	73	336	66	372	46,9	422	53,1	625	81,8	139	18,2
Total	668	149	499	116	834	56,4	644	43,6	1,167	81,5	265	18,5
Administration et service	21	7	7	2	28	75,7	9	24,3	28	75,7	9	24,3
Renvoi	11	4	8	1	16	61,5	10	38,5	19	79,2	5	20,8
Renvoi en cours de stage	0	0	0	0	0	0,0	0	0,0	0	0,0	0	0,0
Révoation de la nomination	0	1	0	0	1	100,0	0	0,0	0	0,0	0	0,0
Rétraite	713	200	179	56	921	79,5	238	20,5	892	77,7	256	22,3
Fin de période déterminée	108	60	137	63	170	45,5	202	54,0	245	66,6	123	33,4
Décès	79	17	22	4	98	79,0	26	21,0	101	82,8	21	17,2
Démision	476	145	366	124	632	56,2	493	43,8	842	75,8	269	24,2
Total	1,408	434	719	250	1,866	65,6	978	34,4	2,127	75,7	684	24,3
Technique	18	3	1	0	23	95,8	1	4,2	19	86,4	3	13,6
Renvoi	38	10	9	3	48	80,0	12	20,0	47	78,3	13	21,7
Renvoi en cours de stage	0	0	0	0	0	0,0	0	0,0	0	0,0	0	0,0
Révoation de la nomination	471	75	30	7	549	93,7	37	6,3	501	85,9	82	14,1
Rétraite	145	41	47	26	195	71,2	78	28,5	192	74,1	67	25,9
Fin de période déterminée	42	15	4	1	58	92,1	5	7,9	46	74,2	16	25,8
Décès	329	52	120	20	396	73,5	142	26,3	449	86,2	72	13,8
Démision	1,043	196	211	57	1,269	82,1	275	17,8	1,254	83,2	253	16,8
Total	1,546	539	57	1,269	82,1	275	17,8	1,254	83,2	253	16,8	
Non administratif	12	10	33	10	22	32,8	45	67,2	45	69,2	20	30,8
Renvoi	13	10	44	5	25	33,3	50	66,7	57	79,2	15	20,8
Renvoi en cours de stage	0	0	2	2	0	0,0	4	100,0	2	50,0	2	50,0
Révoation de la nomination	212	79	670	183	293	25,4	861	74,6	882	77,1	262	22,9
Rétraite	293	142	1,384	780	463	16,8	2,292	83,0	1,678	64,5	922	35,5
Fin de période déterminée	29	14	56	18	43	36,4	75	63,6	85	72,6	32	27,4
Décès	279	102	1,800	623	390	13,5	2,486	86,3	2,080	74,2	725	25,8
Démision	838	357	3,989	1,621	1,236	17,5	5,813	82,3	4,829	70,9	1,978	29,1
Total	7,062	2,882	118	2,762	35,5	1,154	4	75	30,8	67	7,062	

Cessations d'emploi et motif

Répartition des cessations d'emploi selon le motif, 1984

Motif de cessations d'emploi (sauf mise en disponibilité)	
Renvoi	62
• incompétence ou incapacité	82
• abandon de poste	97
Renvoi en cours de stage	252
Révocation de la nomination	7
Retraite	
• âge légal (65 ans et plus)	1 519
• volontaire (55 à 64 ans)	3 088
• raison de santé	626
Fin de période déterminée	4 732
Décès	524
Démission	6 953
Total*	17 958
Motif des démissions	
Emploi dans le secteur privé	1 465
Retour aux études	395
Raisons personnelles non précisées	3 628
Autres	1 465

* Ces données incluent 16 cessations d'emploi dont le motif n'a pas été précisé.

Mises en disponibilité, catégorie professionnelle, sexe et groupe linguistique
Cessations d'emploi suite à des mises en disponibilité selon le motif de mise en disponibilité, la catégorie professionnelle, le sexe et le groupe linguistique, 1984

Motif et catégorie professionnelle	Anglo-phones	Franco-phones	Anglo- Franco-phones	N.	%	Hommes	N.	%	Femmes	N.	%	Anglophones	N.	%	Francophones	N.	%
Réorganisation	6	2	0	1	8	88,9	1	11,1	6	66,7	3	33,3	9	32	7	21,9	32
Gestion	18	3	7	4	21	65,6	11	34,4	25	78,1	7	21,9	32	49	8	16,3	88
Administration et service	48	9	23	8	57	64,8	31	35,2	71	80,7	17	19,3	88	106	24	22,6	106
Technique	33	7	8	1	40	81,6	9	18,4	41	83,7	8	16,3	49	106	24	22,6	106
Soutien administratif	14	6	68	18	20	18,9	86	81,1	82	77,4	24	22,6	106	89	9	10,1	89
Exploitation	54	6	26	3	60	67,4	29	32,6	80	89,9	9	10,1	89	373	68	18,2	373
Total	173	3	132	35	206	55,2	167	44,8	305	81,8	68	18,2	373	Privatisation	0	0,0	0
Gestion	0	0	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	32	0	0,0	32
Scientifique et professionnelle	16	0	16	0	16	50,0	16	50,0	32	100,0	0	0,0	32	8	1	12,5	8
Administration et service	0	1	7	0	1	12,5	7	87,5	7	87,5	1	12,5	8	5	0	0,0	5
Technique	0	0	5	0	0	0,0	5	100,0	5	100,0	0	0,0	5	1	0	0,0	1
Soutien administratif	0	0	1	0	0	0,0	1	100,0	1	100,0	0	0,0	1	14	0	0,0	14
Exploitation	6	0	8	0	6	42,9	8	57,1	14	100,0	0	0,0	14	60	1	1,7	60
Total	22	1	37	0	23	38,3	37	61,7	59	98,3	1	1,7	60	Décentralisation	0	0,0	0
Gestion	0	0	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	0	0	0,0	0
Scientifique et professionnelle	0	0	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	0	0	0,0	0
Administration et service	7	3	2	2	10	71,4	4	28,6	9	64,3	5	35,7	14	0	0	0,0	0
Technique	0	0	0	0	0	0,0	0	0,0	0	0,0	0	0,0	0	0	0	0,0	0
Soutien administratif	6	4	26	9	10	22,2	35	77,8	32	71,1	13	28,9	45	2	0	0,0	2
Exploitation	2	0	0	0	2	100,0	0	0,0	2	100,0	0	0,0	2	61	18	29,5	61
Total	15	7	28	11	22	36,1	39	63,9	43	70,5	18	29,5	61	Tous les motifs	9	33,3	9
Gestion	6	2	0	1	8	88,9	1	11,1	6	66,7	3	33,3	9	64	7	10,9	64
Scientifique et professionnelle	34	3	23	4	37	57,8	27	42,2	57	89,1	7	10,9	64	110	23	20,9	110
Administration et service	55	13	32	10	68	61,8	42	38,2	87	79,1	23	20,9	110	54	8	14,8	54
Technique	33	7	13	1	40	74,1	14	25,9	46	85,2	8	14,8	54	152	37	24,3	152
Soutien administratif	20	10	95	27	30	19,7	122	80,3	115	75,7	37	24,3	152	105	9	8,6	105
Exploitation	62	6	34	3	68	64,8	37	35,2	96	91,4	9	8,6	105	Grand total	87	17,6	494
Total	210	41	197	46	251	50,8	243	49,2	407	82,4	87	17,6	494				

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Nominations de diplômés d'université et secteur professionnel
Nominations liées au programme de recrutement dans les universités selon le secteur professionnel, le sexe et le groupe linguistique, 1984

	Hommes	Femmes	Hommes	Femmes	Anglophones	Francophones	Total							
Secteur professionnel	Anglo- Franco-phones	Anglo- Franco-phones	N.	%	N.	%	N.							
Administration	97	30	163	32	127	39.4	195	60.6	260	80.7	62	19.3	322	42
Service extérieur	9	1	2	2	10	71.4	4	28.6	11	78.6	3	21.4	14	1
Vérification et comptabilité ¹	11	4	14	4	15	45.5	18	54.5	25	75.8	8	24.2	33	4
Sciences pures et appliquées	83	56	47	15	139	69.2	62	30.8	130	64.7	71	35.3	201	26
Informatique	21	17	13	13	38	59.4	26	40.6	34	53.1	30	46.9	64	8
Socio-économique ²	34	22	41	25	56	45.9	66	54.1	75	61.5	47	38.5	122	16
Total	255	130	280	91	385	50.9	371	49.1	535	70.8	221	29.2	756	100

¹Comprend 21 nominations au Bureau du Vérificateur général du Canada.

²Aux fins de ce tableau, socio-économique comprend les postes en droit et en bibliothéconomie, ainsi que les programmes en économique, statistique et bien-être social.

¹ Comprend 21 nominations au Bureau du Vérificateur général du Canada.

² Aux fins de ce tableau, socio-économique comprend les postes en droit et en bibliothéconomie, ainsi que les programmes en économique, statistique et bien-être social.

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Nominations de diplômés de cégep et de collège communautaire, et secteur professionnel
Nominations liées au programme de recrutement dans les collèges communautaires selon le secteur professionnel, le sexe, 1984

Secteur professionnel	Anglo- Franco-phones		Anglophones		Francophones		Total							
	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes								
Sciences de la gestion	35	9	32	5	44	54.3	37	45.7	67	82.7	14	17.3	81	42
Sciences pures et appliquées	24	20	6	11	44	72.1	17	27.9	30	49.2	31	50.8	61	32
Informatique	19	10	7	12	29	60.4	19	39.6	26	54.2	22	45.8	48	25
Total	78	39	45	28	117	61.6	73	38.4	123	64.7	67	35.3	190	100

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Nominations, Programme d'emplois d'été axés sur la carrière et secteur professionnel
Étudiants embauchés dans le cadre du Programme d'emplois d'été axés sur la carrière selon le secteur professionnel, le genre de maison d'enseignement, le groupe linguistique et le sexe, 1984

Secteur professionnel	Anglo- Franco-phones		Anglo- Franco-phones		Femmes		Hommes		Femmes		Anglophones		Francophones		Total
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	
Sciences sociales et administratives	1,324	661	1,704	805	1,985	44.2	2,509	55.8	3,028	67.4	1,466	32.6	4,494	59	
Sciences pures et appliquées	1,383	459	850	344	1,842	60.7	1,194	39.3	2,233	73.6	803	26.4	3,036	40	
Total	2,707	1,120	2,554	1,149	3,827	50.8	3,703	49.2	5,261	69.9	2,269	30.1	7,530	100	
Maison d'enseignement	2,254	859	2,185	851	3,113	50.6	3,036	49.4	4,439	42.2	1,710	27.8	6,149	81	
Collège communautaire et cégep	453	261	369	298	714	51.7	667	48.3	822	59.5	559	40.5	1,381	18	
Total	2,707	1,120	2,554	1,149	3,827	50.8	3,703	49.2	5,261	69.9	2,269	30.1	7,530	100	

Candidats inscrits au Répertoire national de candidats, région et groupe sous-représenté

Région	Femmes		Autochtones		Handicapés		Noirs	
	N. candidats	% des candidats	N. candidats	% des candidats	N. candidats	% des candidats	N. candidats	% des candidats
Terre-Neuve	123	24,8	9	1,8	25	5,0	0	0,0
Île-du-Prince-Édouard	25	25,5	8	8,2	12	12,2	0	0,0
Nouvelle-Écosse	396	25,7	80	5,2	60	3,9	106	6,9
Nouveau-Brunswick	303	29,9	29	2,9	17	1,7	1	0,1
Québec (sauf RCN)	1,843	35,6	149	2,9	142	2,7	44	0,8
Région de la Capitale nationale	2,470	40,6	197	3,2	256	4,2	44	0,7
Ontario (sauf RCN)	1,208	32,8	124	3,4	76	2,1	10	0,3
Manitoba	353	31,1	78	6,9	40	3,5	6	0,5
Saskatchewan	358	35,7	147	14,6	55	5,5	0	0,0
Alberta	670	37,4	96	5,4	39	2,2	3	0,2
Colombie-Britannique	1,299	36,3	374	10,5	101	2,8	10	0,3
Yukon	331	42,9	88	11,4	0	0,0	0	0,0
Territoires du Nord-Ouest	23	32,4	9	12,7	1	1,4	0	0,0
Total	9,402	35,6	1,388	5,2	824	3,1	224	0,8
	26,430							

Nominations de diplômés d'université et région

Programme de recrutement dans les universités, selon la région où le dernier diplôme a été décroché, le sexe et le groupe linguistique, 1984

Diplômes ¹		Nominations	
Total		Hommes	Femmes
Hommes	Femmes	Hommes	Femmes
N. %	N. %	N. %	N. %
765	740	12 571	9 429
1,505	1,4	20	95,2
1,10	120	3	100,0
2,235	2,345	57	98,3
4,580	4,3	1	1,7
2,75	2,4	12	41,4
1,285	1,290	17	58,6
14,100	13,685	26	15,1
23,460	23,640	58	17,6
47,100	44,3	272	82,4
3,580	3,9	41	97,6
1,760	1,820	11	91,7
3,740	3,510	33	100,0
3,940	3,115	46	97,9
52,885	7,655	535	70,8
106,415	100,0	221	29,2
255	255	91	385
130	130	5	55,6
4	4	24	51,1
23	23	153	46,4
18	18	13	31,0
0	0	177	53,6
13	13	94	54,7
61	61	18	62,1
4	4	25	43,1
0	0	2	66,7
1	1	12	57,1
8	8	9	42,9
12	12	20	95,2
1	1	1	4,8
21	21	2,8	
N. %	N. %	N. %	N. %
Anglo- Franco- Anglo- Franco-phones	Anglo- Franco- Anglo- Franco-phones	Anglo- Franco- Anglo- Franco-phones	Anglo- Franco- Anglo- Franco-phones
Hommes	Femmes	Hommes	Femmes
Total	Total	Total	Total

^bLes données pour les diplômés de 1983-1984 proviennent de Statistique Canada. ^cCanadiens ayant obtenu un diplôme supérieur à l'étranger.

Nominations et postes bilingues à dotation

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«non impérative»

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique à des postes bilingues à dotation «non impérative» selon la catégorie professionnelle, la situation linguistique des titulaires et le groupe linguistique, 1984

Catégorie professionnelle	Situation linguistique des titulaires en rapport avec les exigences du poste			Total		
	Anglophones	Francophones	N.	Anglophones	Francophones	N.
Gestion	Ont satisfait	368	62,0	125	96,9	493
	Doivent satisfaire	101	17,0	3	2,3	104
	N'ont pas à satisfaire	125	21,0	1	0,8	126
	Total	594	100,0	129	100,0	723
Scientifique et professionnelle	Ont satisfait	190	48,5	298	87,4	489
	Doivent satisfaire	163	41,6	35	10,3	199
	N'ont pas à satisfaire	39	9,9	7	2,1	46
	Total	392	100,0	341	100,0	735
Administration et service extérieur	Ont satisfait	676	54,9	1,025	90,1	1,702
	Doivent satisfaire	421	34,2	90	7,9	513
	N'ont pas à satisfaire	134	10,9	20	1,8	154
	Total	1,231	100,0	1,137	100,0	2,371
Technique	Ont satisfait	89	42,2	371	85,7	460
	Doivent satisfaire	78	37,0	53	12,2	131
	N'ont pas à satisfaire	44	20,9	9	2,1	53
	Total	211	100,0	433	100,0	644
Soutien administratif	Ont satisfait	249	44,7	929	87,9	1,184
	Doivent satisfaire	228	40,9	110	10,4	338
	N'ont pas à satisfaire	80	14,4	15	1,4	98
	Total	557	100,0	1,057	100,0	1,623
Exploitation	Ont satisfait	24	49,0	118	77,1	142
	Doivent satisfaire	13	26,5	33	21,6	46
	N'ont pas à satisfaire	12	24,5	2	1,3	14
	Total	49	100,0	153	100,0	202
Toutes les catégories	Ont satisfait	1,596	52,6	2,866	88,2	4,470
	Doivent satisfaire	1,004	33,1	324	10,0	1,331
	N'ont pas à satisfaire	434	14,3	54	1,7	491
	Grand total	3,034	100,0	3,250	100,0	6,298

Nota:—L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas la situation linguistique du titulaire ou le groupe linguistique.

—Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

Nominations et postes bilingues à dotation « impérative »
Répartition, en nombre et pourcentages, des nominations à et au sein de la Fonction publique à des postes bilingues à dotation « impérative » selon la catégorie professionnelle, la modalité d'emploi et le groupe linguistique, 1984

Catégorie professionnelle	Modalité d'emploi	Anglophones			Francophones			Total
		N.	%	N.	%	N.	%	
Gestion	Période indéterminée	118	95,9	129	99,2	247	97,6	97,6
	Période déterminée	5	4,1	1	0,8	6	2,4	2,4
	Total	123	100,0	130	100,0	253	100,0	
Scientifique et professionnelle	Période indéterminée	97	61,8	315	58,4	412	59,1	59,1
	Période déterminée	60	38,2	223	41,4	284	40,7	40,7
	Total	157	100,0	539	100,0	697	100,0	
Administration et service extérieur	Période indéterminée	640	63,5	1,222	60,6	1,862	61,5	61,5
	Période déterminée	368	36,5	795	39,4	1,165	38,5	38,5
	Total	1,008	100,0	2,017	100,0	3,027	100,0	
Technique	Période indéterminée	49	54,4	182	51,3	231	51,7	51,7
	Période déterminée	41	45,6	173	48,7	216	48,3	48,3
	Total	90	100,0	355	100,0	447	100,0	
Soutien administratif	Période indéterminée	404	31,5	1,313	25,1	1,724	26,3	26,3
	Période déterminée	878	68,4	3,908	74,8	4,817	73,6	73,6
	Total	1,283	100,0	5,223	100,0	6,544	100,0	
Exploitation	Période indéterminée	64	66,7	157	66,2	223	66,4	66,4
	Période déterminée	32	33,3	80	33,8	113	33,6	33,6
	Total	96	100,0	237	100,0	336	100,0	
Toutes les catégories	Période indéterminée	1,372	49,8	3,318	39,0	4,699	41,6	41,6
	Période déterminée	1,384	50,2	5,180	60,9	6,601	58,4	58,4
	Grand total	2,757	100,0	8,501	100,0	11,304	100,0	

Nota:—L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne présentent pas la modalité d'emploi ou le groupe linguistique.
—Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

[illegible]

Nominations, catégorie professionnelle, exigences linguistiques du poste et groupe

Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon la catégorie professionnelle, les exigences linguistiques du poste et le groupe linguistique du titulaire, 1984

Catégorie professionnelle et exigences linguistiques du poste											
Gestion		Anglophones				Anglophones				Anglophones	
	N.	%	N.	%	N.	%	N.	%	N.	%	Total
Bilingue impératif	8	61.5	5	38.5	13	115	47.9	125	52.1	240	253
Bilingue non-impératif	26	86.7	4	13.3	30	568	82.0	125	18.0	693	723
Anglais	13	100.0	0	0.0	13	210	98.6	3	1.4	213	226
Français	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0
Anglais ou Français	1	50.0	1	50.0	2	6	100.0	0	0.0	6	8
Total	48	82.8	10	17.2	58	917	78.0	259	22.0	1,176	1,234
Scientifique et professionnelle											
Bilingue impératif	30	19.2	126	80.8	157	126	23.4	413	76.6	539	697
Bilingue non-impératif	37	48.7	39	51.3	77	355	54.0	302	46.0	658	735
Anglais	1,038	97.8	23	2.2	1,075	2,482	95.5	118	4.5	2,604	3,686
Français	1	1.1	90	98.9	91	11	4.5	231	95.5	243	335
Anglais ou Français	110	64.3	61	35.7	174	223	78.8	60	21.2	283	457
Total	1,217	78.2	339	21.8	1,575	3,197	74.0	1,124	26.0	4,327	5,912
Administration et service extérieur											
Bilingue impératif	103	30.7	232	69.3	336	905	33.6	1,785	66.4	2,691	3,027
Bilingue non-impératif	78	44.8	96	55.2	177	1,152	52.6	1,040	47.4	2,192	2,371
Anglais	1,204	95.9	52	4.1	1,266	7,193	95.9	309	4.1	7,515	8,786
Français	2	2.7	71	97.3	74	19	1.8	1,022	98.2	1,046	1,123
Anglais ou Français	94	76.4	29	23.6	127	220	76.4	68	23.6	289	416
Total	1,488	75.5	484	24.5	1,991	9,579	69.3	4,253	30.7	13,852	15,853
Technique											
Bilingue impératif	12	13.2	79	86.8	93	78	22.0	276	78.0	354	447
Bilingue non-impératif	21	21.9	75	78.1	96	190	34.7	358	65.3	548	644
Anglais	815	97.6	20	2.4	848	3,595	96.2	143	3.8	3,786	4,638
Français	3	2.0	147	98.0	150	6	1.8	333	98.2	340	494
Anglais ou Français	70	75.3	23	24.7	96	199	65.5	105	34.5	308	405
Total	921	72.8	344	27.2	1,283	4,078	77.0	1,216	23.0	5,347	6,639
Soutien administratif											
Bilingue impératif	158	23.2	523	76.8	695	1,124	19.3	4,699	80.7	5,847	6,544
Bilingue non-impératif	18	27.3	48	72.7	75	339	34.8	1,009	65.2	1,548	1,623
Anglais	2,116	94.7	118	5.3	2,259	20,715	93.7	1,397	6.3	22,206	24,478
Français	5	2.7	178	97.3	185	41	0.8	4,887	99.2	4,961	5,147
Anglais ou Français	75	67.6	36	32.4	114	1,596	57.7	1,171	42.3	2,770	2,884
Total	2,403	72.3	920	27.7	3,377	24,109	64.6	13,198	35.4	37,461	40,854

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Nominations et mobilité professionnelle

Répartition, en nombre et pourcentage, des nominations au sein de la Fonction publique selon la mobilité professionnelle et la modalité de nomination, 1984

Modalité de nomination

Mobilité professionnelle	Modalité de nomination					N.	%	N.	%	N.	%	N.	%	Total
	Mutations latérales ou déploiements	Reconductions	Mutations régressives	Rétrogradations	Total									
Intramissibilité	17,809	92,9	14,454	87,4	34,911	99,9	1,813	80,8	19,2	431	0,0	3	100,0	68,991
Intermissibilité	1,363	2,083	12,6	42	14,911	42	0,1	431	19,2	0	0,0	0	0,0	3,922
Total	19,172	100,0	16,537	100,0	34,953	100,0	2,244	100,0	3	100,0	72,913	100,0	5,4	
Dans un même groupe ou sous-groupe	12,753	66,5	16,182	97,9	34,896	99,8	1,007	44,9	2	66,7	64,842	88,9	11,1	
Dans un autre groupe ou sous-groupe	6,419	33,5	355	2,1	57	0,2	1,237	55,1	1	33,3	8,071	11,1		
Total	19,172	100,0	16,537	100,0	34,953	100,0	2,244	100,0	3	100,0	72,913	100,0		
Période indéterminée à période	15,772	82,3	6,566	39,7	24	0,1	1,415	63,1	3	100,0	23,780	32,6		
indéterminée	1,417	7,4	4,854	29,4	34,898	99,8	420	18,7	0	0,0	41,589	57,0		
Période déterminée à période indéterminée	1,847	9,6	4,840	29,3	19	0,1	329	14,7	0	0,0	7,039	9,7		
Période indéterminée à période déterminée	1,31	0,7	267	1,6	12	0,0	80	3,6	0	0,0	490	0,7		
Total	19,172	100,0	16,537	100,0	34,953	100,0	2,244	100,0	3	100,0	72,913	100,0		

Nota:—L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas la modalité de nomination ou la mobilité professionnelle quant à la période de nomination.



Nominations et mode de sélection

Répartition, en nombre et pourcentage, des nominations au sein de la Fonction publique selon le mode de sélection et la modalité de nomination, 1984

Modalité de nomination

Mode de sélection	Modalité de nomination					N.	%	N.	%	N.	%	N.	%	Total
	Mutations latérales ou déploiements	Reconductions	Mutations régressives	Rétrogradations	Total									
Avec concours	11,357	59,2	4,332	26,2	1,394	4,0	521	23,2	0	0,0	17,605	24,1		
• Affiche	2,311	12,1	3,742	22,6	11,285	32,3	408	18,2	0	0,0	17,748	24,3		
• Répertoire	4,074	21,2	80	0,5	1	0,0	54	2,4	0	0,0	4,209	5,8		
• Reclassification	1,428	7,4	8,380	50,7	22,270	63,7	1,260	56,1	3	100,0	33,342	45,7		
• Autres modalités	19,172	100,0	16,537	100,0	34,953	100,0	2,244	100,0	3	100,0	72,913	100,0		
Sans concours	1,428	7,4	8,380	50,7	22,270	63,7	1,260	56,1	3	100,0	33,342	45,7		
Total	19,172	100,0	16,537	100,0	34,953	100,0	2,244	100,0	3	100,0	72,913	100,0		

Nota:—L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le mode de sélection ou la modalité de nomination.

Reconductions, catégorie professionnelle, sexe et groupe linguistique

Répartition, en nombre et pourcentage, des reconductions selon la catégorie professionnelle, le sexe et le groupe linguistique, 1984

Catégorie professionnelle	Anglo- Franco-phones	Anglo- Franco-phones	Hommes	Femmes	Hommes	Femmes	Anglophones	Francophones	Total
	N.	%	N.	%	N.	%	N.	%	N.
Scientifique et professionnelle	518	169	445	157	687	53.2	602	46.6	1,292
Administration et service	1,189	745	1,348	569	1,940	50.2	1,921	49.7	3,868
Technique	901	237	395	146	1,156	67.2	548	31.8	1,721
Soutien administratif	2,572	1,324	11,916	6,834	3,919	17.2	18,798	82.7	22,743
Exploitation	3,690	949	370	138	4,763	89.4	547	10.3	5,329
Total	8,870	3,424	14,474	7,844	12,465	35.7	22,416	64.1	34,953

Nota: L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne

précisent pas le sexe ou le groupe linguistique.

— Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

Mutations régressives, catégorie professionnelle, sexe et groupe linguistique

Répartition, en nombre et pourcentage, des mutations régressives selon la catégorie professionnelle, le sexe et le groupe linguistique, 1984

Catégorie professionnelle	Anglo- Franco-phones	Anglo- Franco-phones	Hommes	Femmes	Hommes	Femmes	Anglophones	Francophones	Total
	N.	%	N.	%	N.	%	N.	%	N.
Gestion	7	1	0	0	8	100.0	0	0.0	8
Scientifique et professionnelle	77	25	42	8	102	67.1	50	32.9	152
Administration et service	247	120	127	54	367	67.0	181	33.0	548
Technique	97	29	14	5	126	86.9	19	13.1	145
Soutien administratif	92	48	571	257	140	14.4	829	85.4	971
Exploitation	241	132	35	11	374	89.0	46	11.0	420
Total	761	355	789	335	1,117	49.8	1,125	50.1	2,244

Nota: L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne

précisent pas le sexe ou le groupe linguistique.

— Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

26

Promotions, catégorie professionnelle, sexe et groupe linguistique

Répartition, en nombre et pourcentage, des promotions selon la catégorie professionnelle, le sexe et le groupe linguistique, 1984

Catégorie professionnelle	Gestion	Scientifique et professionnelle	Administration et service	extérieur	Technique	Soutien administratif	Exploitation	Total				
									Hommes	Femmes	Hommes	Femmes
Anglo- Franco-phones	445	126	78	19	571	85,5	97	14,5	523	78,3	145	21,7
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	976	318	367	138	1,294	71,9	506	28,1	1,343	74,7	456	25,3
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	2,357	926	2,099	822	3,283	52,9	2,921	47,1	4,457	71,8	1,748	28,2
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	1,489	415	270	83	1,905	84,2	355	15,7	1,759	77,9	498	22,1
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	590	285	3,496	1,591	879	14,7	5,096	85,3	4,086	68,5	1,876	31,5
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	1,504	510	190	53	2,018	89,3	243	10,7	1,694	75,1	563	24,9
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	7,361	2,580	6,500	2,706	9,950	51,9	9,218	48,1	13,862	72,4	5,286	27,6
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Total												

Nota:--L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le sexe ou le groupe linguistique.

--Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

27

Mutations latérales ou déploiements, catégorie professionnelle, sexe et groupe linguistique

Répartition, en nombre et pourcentage, des mutations latérales ou déploiements selon la catégorie professionnelle, le sexe et le groupe linguistique, 1984

Catégorie professionnelle	Gestion	Scientifique et professionnelle	Administration et service	extérieur	Technique	Soutien administratif	Exploitation	Total				
									Hommes	Femmes	Hommes	Femmes
Anglo- Franco-phones	356	101	31	12	457	91,4	43	8,6	387	77,4	113	22,6
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	468	181	304	128	649	59,9	433	40,0	772	71,4	309	28,6
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	1,290	578	920	439	1,870	57,9	1,360	42,1	2,210	68,5	1,017	31,5
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	729	244	183	57	975	80,0	242	19,9	912	75,2	301	24,8
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	802	392	4,062	2,466	1,196	15,4	6,546	84,2	4,868	63,0	2,858	37,0
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	1,607	641	354	106	2,262	82,7	469	17,1	1,961	72,4	747	27,6
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Anglo- Franco-phones	5,252	2,137	5,854	3,208	7,409	44,8	9,093	55,0	11,110	67,5	5,345	32,5
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Total												

Nota:--L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le sexe ou le groupe linguistique.

--Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

Nominations et catégorie professionnelle
Répartition, en nombre et pourcentage, des nominations à et au sein de la Fonction publique selon la catégorie professionnelle et la modalité de nomination, 1983 et 1984

1983

Nominations au sein de la Fonction publique
Modalité de nomination

Catégorie professionnelle	Démission	Scientifique et professionnelle	Administration et service extérieur	Soutien administratif	Exploitation	Total					
	N.	%	N.	%	N.	%	N.	%	N.	%	N.
Nominations à la Fonction publique	71	0,7	580	2,9	466	2,6	0	0,0	10	0,4	0
	1,627	16,2	1,916	9,6	1,142	6,3	1,054	2,9	148	6,4	0
Mutations latérales ou promotions	1,904	18,9	6,213	31,1	3,657	20,2	3,278	9,1	542	23,3	1
	1,099	10,9	2,402	12,0	1,675	9,2	1,612	4,5	165	7,1	1
Mutations	3,004	29,8	6,522	32,7	8,093	44,7	24,334	67,4	1,012	43,5	2
	2,340	23,2	2,310	11,6	3,077	17,0	5,810	16,1	446	19,2	0
Total						10,066	100,0	19,949	100,0	18,110	100,0
Total						10,066	100,0	19,949	100,0	18,110	100,0

1984

Catégorie professionnelle	Démission	Scientifique et professionnelle	Administration et service extérieur	Soutien administratif	Exploitation	Total					
	N.	%	N.	%	N.	%	N.	%	N.	%	N.
Nominations à la Fonction publique	58	0,5	668	3,5	500	3,0	0	0,0	8	0,4	0
	1,575	14,3	1,800	9,4	1,083	6,5	1,292	3,7	152	6,8	0
Mutations latérales ou promotions	1,991	18,1	6,206	32,4	3,230	19,5	3,868	11,1	548	24,4	0
	1,283	11,6	2,262	11,8	1,219	7,4	1,721	4,9	145	6,5	0
Mutations	3,377	30,6	5,975	31,2	7,770	47,0	22,743	65,1	971	43,3	2
	2,714	24,6	2,261	11,8	2,735	16,5	5,329	15,2	420	18,7	1
Total						11,028	100,0	19,172	100,0	16,537	100,0
Total						11,028	100,0	19,172	100,0	16,537	100,0

Notes: L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas la catégorie professionnelle ou la modalité de nomination.
Les tableaux 25 à 29 donnent plus de détails sur les nominations à la Fonction publique et sur les divers types de nomination au sein de la Fonction publique (à l'exception des retrogradations qui n'ont été que de 3 en 1984).

Nominations à la Fonction publique, catégorie professionnelle, sexe et groupe linguistique
Répartition, en nombre et pourcentage, des nominations à la Fonction publique selon la catégorie professionnelle, le sexe et le groupe linguistique, 1984

Catégorie professionnelle	Démission	Scientifique et professionnelle	Administration et service extérieur	Soutien administratif	Exploitation	Total					
	N.	%	N.	%	N.	%	N.	%	N.	%	N.
Nominations à la Fonction publique	42	8	680	180	537	159	867	55,0	705	44,8	1,217
	1,575	14,3	1,800	9,4	1,083	6,5	1,292	3,7	152	6,8	0
Mutations latérales ou promotions	1,991	18,1	6,206	32,4	3,230	19,5	3,868	11,1	548	24,4	0
	1,283	11,6	2,262	11,8	1,219	7,4	1,721	4,9	145	6,5	0
Mutations	3,377	30,6	5,975	31,2	7,770	47,0	22,743	65,1	971	43,3	2
	2,714	24,6	2,261	11,8	2,735	16,5	5,329	15,2	420	18,7	1
Total						11,028	100,0	19,172	100,0	16,537	100,0
Total						11,028	100,0	19,172	100,0	16,537	100,0

Notes: L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas la catégorie professionnelle, le sexe ou le groupe linguistique.
Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

sexe et le groupe linguistique, 1984

sexe et le groupe linguistique, 1984

[illegible]

—Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

L'addition du grand total des nominations à la Fonction publique (tableau 22) et du grand total des nominations au sein de la Fonction publique (tableau 23) ne correspond pas au grand total des nominations (tableau 24) parce que, dans certains cas, il n'est pas possible de déterminer s'il s'agit d'une nomination à ou d'une promotion.

(84,002) parce que, dans certains cas, il n'est pas possible de déterminer s'il s'agit d'une nomination à ou au sein de la Fonction publique.

Nominations et modalité d'emploi

Nominations à et au sein de la Fonction publique selon la modalité d'emploi, 1983 et 1984

	1983				1984			
	Fonction publique		Fonction publique		Fonction publique		Fonction publique	
Modalité d'emploi	Au sein		À la		Au sein		À la	
	Fonction publique		Fonction publique		Fonction publique		Fonction publique	
	Total		Total		Total		Total	
Période indéterminée	5,451	32,276	37,730	5,820	30,062	35,918		
Temps plein	168	324	493	207	391	599		
Temps partiel	452	331	783	365	504	869		
Saisonnier	6,071	32,931	39,006	6,531	30,819	37,387		
Période déterminée	3,798	41,984	45,787	4,288	40,634	44,942		
Temps plein	190	1,576	1,767	198	1,426	1,626		
Temps partiel	7	18	25	6	19	25		
Saisonnier	3,995	43,578	47,579	4,492	42,079	46,595		
Toutes les modalités d'emploi	9,249	74,263	83,520	10,110	70,710	80,876		
Temps plein	358	1,900	2,260	405	1,817	2,225		
Temps partiel	459	349	808	513	384	897		
Saisonnier	10,066	76,512	86,588	11,028	72,913	84,002		
Grand total								
Nota: L'addition des données ne correspond pas à la nomination à et au sein de la Fonction publique.								
précisent pas la modalité d'emploi ou si la nomination a été faite à ou au sein de la Fonction publique.								

Nominations à la Fonction publique, lieu de travail, sexe et Répartition, en nombre et pourcentage, des nominations à la Fonction publique selon le lieu de travail, le sexe et le groupe linguistique, 1984

	Anglo- Franco-phones		Anglo- Franco-phones		Femmes		Hommes		Femmes		Anglophones		Francophones	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
195	2	63	1	199	75,7	64	24,3	258	98,9	3	1,1	263	174	339
64	4	99	7	68	39,1	106	60,9	163	99,7	11	6,3	174	442	733
122	48	73	76	182	53,7	153	45,1	195	61,1	124	38,9	339	1,325	339
40	778	33	460	821	62,0	501	37,8	73	5,6	1,238	94,4	1,325	2,657	2,657
243	9	237	18	258	49,1	266	50,7	480	94,7	27	5,3	525	485	485
204	22	246	10	228	47,0	257	53,0	450	93,4	32	6,6	485	1,094	1,094
552	7	506	27	560	51,2	533	48,7	1,058	96,9	34	3,1	1,094	2,66	2,66
650	10	478	13	664	57,4	492	42,6	1,128	98,0	23	2,0	2,66	2,66	2,66
37	0	63	0	38	36,5	66	63,5	100	100,0	0	0	104	266	266
116	0	141	4	117	44,0	148	55,6	257	98,5	4	1,5	266	266	266
9	3	34	20	12	17,9	54	80,6	43	65,2	23	34,8	266	266	266
4,347	1,319	3,820	1,362	5,749	52,1	5,252	47,6	8,167	75,3	2,681	24,7	11,028	11,028	11,028

Nota: L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le sexe ou le groupe linguistique.

Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

L'addition du grand total des nominations à la Fonction publique (tableau 22) et du grand total des nominations au sein de la Fonction publique (tableau 23) ne correspond pas au grand total des nominations (84,002) parce que, dans certains cas, il n'est pas possible de déterminer s'il s'agit d'une nomination à ou au sein de la Fonction publique.



Catégorie de l'exploitation, sexe et groupe linguistique

Repartition, en nombre et pourcentage, des employés de l'exploitation selon le ministère, le sexe et le groupe linguistique, 1984

Ministère	Anglo- Franco-phones		Anglo- Franco-phones		Franco-phones		Franco-phones	
	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes	Hommes	Femmes
Affaires des anciens combattants	88	500	94	260	588	62.2	357	37.8
15 Affaires extérieures	101	68	2	170	97.1	5	103	59.2
27 Affaires indiennes et du Nord canadien	169	15	85	1	193	67.2	94	32.8
Agence canadienne de développement international	0	2	0	2	100.0	0	0.0	0
1.45 Agriculture	1,094	246	77	1,351	93.4	95	6.6	1,171
1.33 Approvisionnement et Services	346	563	136	279	68.7	416	31.3	482
Archives publiques du Canada	17	13	0	30	100.0	0	0.0	17
Bibliothèque nationale du Canada	0	0	1	0	0.0	1	100.0	0
Bureau du Chef de cabinet du Gouverneur général	8	19	8	3	27	71.1	11	28.9
Bureau du Conseil privé	5	7	1	0	12	70.6	5	29.4
Bureau du Directeur général des élections	1	8	0	9	100.0	0	0.0	1
Commission canadienne des grains	164	12	10	2	183	93.4	13	6.6
Commission nationale des publications	7	17	0	24	100.0	0	0.0	7
Commission nationale des libérations conditionnelles	1	0	0	1	100.0	0	0.0	1
Commission sur les pratiques restrictives du commerce	0	0	0	1	100.0	0	0.0	1
Communications	52	13	0	65	100.0	0	0.0	52
Consommation et Corporations	21	12	0	33	100.0	0	0.0	21
Cour fédérale	2	7	0	9	90.0	1	10.0	2
Cour suprême	5	7	0	12	100.0	0	0.0	5
Défense nationale (civils)	13,041	2,908	438	16,052	83.3	2,773	14.7	15,338
Emploi et Immigration	35	25	7	62	84.9	11	15.1	42
Énergie, Mines et Ressources	161	83	1	2	244	98.8	3	1.2
Environnement	1,256	202	116	1,465	91.8	131	8.2	1,372
Expansion industrielle régionale	5	4	0	9	90.0	1	10.0	5
Finances	4	4	0	8	100.0	0	0.0	4
Gendarmerie royale du Canada (employés de la Fonction publique)	220	60	68	17	281	76.8	85	23.2
Justice	4	2	0	6	100.0	0	0.0	4
Musées nationaux du Canada	84	71	8	155	90.6	16	9.4	92
Office national de l'Énergie	1	0	0	1	100.0	0	0.0	1
Pêches et Océans	638	23	24	2	661	96.2	26	3.8
Revenus et Accises	37	37	8	1	74	89.2	9	10.8
Revenu national (Impôt)	125	56	6	4	181	94.8	10	5.2
Santé nationale et Bien-être social	289	69	384	16	385	47.7	422	52.3
Secrétariat d'État du Canada	1	4	0	5	100.0	0	0.0	1
Service correctionnel du Canada	3,685	1,935	463	5,650	99.4	602	9.6	4,148
Statistique Canada	17	14	1	34	97.1	1	2.9	18
Transports	4,193	1,181	61	5,396	98.6	77	1.4	4,254
Travail	2	1	0	3	100.0	0	0.0	2
Travaux publics	2,110	986	220	3,107	89.8	352	10.2	2,330
Total	27,990	9,174	4,078	37,401	87.1	5,517	12.9	32,068
	75.3	10,517	24.7	42,911	3.45			

Nota: L'addition des données ne correspond pas à certains documents ne

présent pas le groupe linguistique.

-Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

Ministère		Anglo-phones		Franco-phones		Anglo-phones		Franco-phones		Femmes		Hommes		Anglophones		Francophones	
Conseil canadien des relations de travail	0	6	13	27	6	12,8	41	87,2	13	28,3	33	71,7	47	0	2	6	57,1
Conseil de révision des pensions	0	2	6	6	2	14,3	12	85,7	6	42,9	8	57,1	14	0	2	6	57,1
Conseil du Trésor (Bureau du contrôleur général)	3	2	13	15	5	15,2	28	84,8	16	48,5	17	51,5	33	3	2	13	51,5
Conseil du Trésor (Secrétaire)	17	13	81	97	30	14,4	178	85,6	98	47,1	110	52,9	208	17	13	81	52,9
Conseil de la radiodiffusion et des télécommunications canadiennes	5	13	35	62	18	15,5	98	84,5	40	34,8	75	65,2	116	5	13	35	65,2
Commission et Corporations	69	79	353	379	148	16,8	732	83,2	422	48,0	458	52,0	880	69	79	353	52,0
Bureau canadien de l'impôt	1	2	13	15	3	9,7	28	90,3	14	45,2	17	54,8	31	1	2	13	54,8
Bureau fédéral	10	7	28	36	17	21,0	64	79,0	38	46,9	43	53,1	81	10	7	28	53,1
Bureau suprême	4	2	8	14	7	23,3	23	76,7	12	42,9	16	57,1	30	4	2	8	57,1
Département national (civils)	1,172	382	5,588	1,463	1,555	18,0	7,087	82,0	6,760	78,6	1,845	21,4	8,642	1,172	382	5,588	21,4
Département des Assurances	8	2	32	14	10	17,9	46	82,1	40	71,4	16	28,6	56	8	2	32	28,6
Emploi et Immigration	1,078	836	6,372	3,518	1,924	16,2	9,934	83,8	7,450	63,1	4,354	36,9	11,858	1,078	836	6,372	36,9
Énergie, Mines et Ressources	147	89	658	315	236	19,5	975	80,5	805	66,6	404	33,4	1,211	147	89	658	33,4
Environnement	211	97	1,101	450	310	16,6	1,556	83,4	1,312	70,6	547	29,4	1,866	211	97	1,101	29,4
Expansion industrielle régionale	51	58	556	311	110	11,2	869	88,8	607	60,2	369	37,8	979	51	58	556	37,8
Finances	19	18	104	115	37	14,4	220	85,6	123	48,0	133	52,0	257	19	18	104	52,0
Gendarmerie royale du Canada (publique)	148	97	2,153	586	245	8,2	2,753	91,8	2,301	77,1	683	22,9	2,998	148	97	2,153	22,9
Justice	20	20	279	178	40	8,0	457	92,0	299	60,2	198	39,8	497	20	20	279	39,8
Justices nationales du Canada	17	6	96	89	23	11,1	185	88,9	113	54,3	95	45,7	208	17	6	96	45,7
Office de l'établissement agricole	21	2	78	6	23	21,3	85	78,7	99	92,5	8	7,5	108	21	2	78	7,5
Forces armées canadiennes	8	6	64	36	14	12,3	100	87,7	72	63,2	42	36,8	114	8	6	64	36,8
Énergie nationale (Douanes et accises)	90	33	714	233	123	11,4	952	88,6	804	75,1	266	24,9	1,075	90	33	714	24,9
Énergie nationale (Impôt)	418	159	1,808	703	577	18,7	2,512	81,3	2,226	72,1	862	27,9	3,089	418	159	1,808	27,9
Énergie nationale et Bien-être social	402	238	2,294	823	645	16,8	3,185	83,2	2,696	71,8	1,061	28,2	3,830	402	238	2,294	28,2
Sciences et Technologie	402	238	2,294	823	645	16,8	3,185	83,2	2,696	71,8	1,061	28,2	3,830	402	238	2,294	28,2
Secrétariat d'Etat du Canada	1	2	5	7	3	20,0	12	80,0	6	40,0	9	60,0	15	1	2	5	60,0
Secrétariat des conférences inter-gouvernementales canadiennes	45	56	282	665	101	9,6	947	90,4	327	31,2	721	68,8	1,048	45	56	282	68,8
Service correctionnel du Canada	114	51	901	493	165	10,5	1,399	89,5	1,015	65,1	544	34,9	1,564	114	51	901	34,9
Ministère général	11	2	43	35	13	14,0	80	86,0	54	59,3	37	40,7	93	11	2	43	40,7
Statistique Canada	285	192	873	635	478	23,5	1,552	76,5	1,158	58,3	827	41,7	2,030	285	192	873	41,7
Transports	389	177	1,945	795	568	17,1	2,749	82,9	2,334	70,6	972	29,4	3,317	389	177	1,945	29,4
Travail	26	11	161	118	37	11,7	279	88,3	187	59,2	129	40,8	316	26	11	161	40,8
Revenus publics	202	73	861	293	277	19,2	1,164	80,8	1,063	74,4	366	25,6	1,441	202	73	861	25,6
Total	7,697	4,300	38,450	18,467	12,059	17,4	57,338	82,6	46,147	67,0	22,767	33,0	69,397	7,697	4,300	38,450	33,0
-L'ajoutition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le groupe linguistique.																	
-Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.																	

Catégorie du soutien administratif, sexe et groupe linguistique
Répartition, en nombre et pourcentage, des employés de la catégorie du soutien administratif selon le ministère, le sexe et le groupe linguistique, 1984

Ministère	Anglo- Franco-phones			Hommes			Femmes			Anglophones			Francophones		
	Effectif	Ensemble	%	Effectif	Ensemble	%	Effectif	Ensemble	%	Effectif	Ensemble	%	Effectif	Ensemble	%
Affaires extérieures	378	172	838	445	30,0	1,287	70,0	1,216	66,3	617	33,7	1,8			
Affaires indiennes et du Nord canadien	97	48	957	232	148	10,9	1,209	89,1	1,054	79,0	280	21,0	1,3		
Agence canadienne de développement	25	32	104	225	57	14,8	329	85,2	129	33,4	257	66,6	3		
Agence d'examen de l'investissement international															
Agriculture	141	74	1,115	347	218	12,8	1,479	87,2	1,256	74,9	421	25,1	1,6		
Approvisionnement et Services	618	482	2,079	1,466	1,116	23,5	3,634	76,5	2,697	58,1	1,948	41,9	4,7		
Archives publiques du Canada	105	48	93	105	153	43,6	198	56,4	198	56,4	153	43,6	3		
Bibliothèque nationale du Canada	28	15	77	94	43	20,1	171	79,9	105	49,1	109	50,9	21		
Bureau canadien de la sécurité aérienne	1	0	6	10	1	5,9	16	94,1	7	41,2	10	58,8	1		
Bureau de la Coordonnatrice, Situation de la femme	0	0	2	8	0	0,0	10	100,0	2	20,0	8	80,0	1		
Bureau de services juridiques des pensions	2	0	37	13	2	3,8	50	96,2	39	75,0	13	25,0	5		
Bureau des relations fédérales-provinciales	2	5	5	16	7	25,0	21	75,0	7	25,0	21	75,0	2		
Bureau du Chef de cabinet du Gouverneur général	2	1	11	26	4	8,9	41	91,1	13	32,5	27	67,5	4		
Bureau du Commissaire à la magistrature fédérale	1	0	3	7	1	9,1	10	90,9	4	36,4	7	63,6	1		
Bureau du Commissaire aux langues officielles	2	9	6	29	11	23,9	35	76,1	8	17,4	38	82,6	4		
Bureau du Conseil privé	19	30	58	79	49	26,3	137	73,7	77	41,4	109	58,6	18		
Bureau du Directeur général des élections	3	9	2	18	12	37,5	20	62,5	5	15,6	27	84,4	3		
Commissariats à l'information et à la protection de la vie privée	0	2	6	8	2	12,5	14	87,5	6	37,5	10	62,5	1		
Commission canadienne des grâces	16	2	84	9	19	15,7	102	84,3	100	90,1	11	9,9	12		
Commission canadienne des pensions	30	13	166	26	43	18,1	194	81,9	196	83,4	39	16,6	23		
Commission canadienne des transports	20	24	110	93	44	17,8	203	82,2	130	52,6	117	47,4	24		
Commission d'appel de l'immigration	6	2	19	14	8	19,5	33	80,5	25	61,0	16	39,0	41		
Commission de la réforme du droit du Canada	2	3	8	16	5	17,2	24	82,8	10	34,5	19	65,5	29		
Commission de la Fonction publique	35	62	215	449	97	12,7	664	87,3	250	32,9	511	67,1	761		
Commission des allocations aux anciens combattants	2	1	6	3	3	25,0	9	75,0	8	66,7	4	33,3	12		
Commission des droits de la personne	4	3	18	19	7	15,9	37	84,1	22	50,0	22	50,0	4		
Commission des relations de travail dans la Fonction publique	3	6	15	17	9	22,0	32	78,0	18	43,9	23	56,1	41		
Commission du tarif international	1	1	5	5	2	15,4	11	84,6	6	50,0	6	50,0	13		
Commission mixte internationale des libertés conditionnelles	2	0	5	0	3	18,8	13	81,3	7	100,0	0	0,0	16		
Commission nationale des libertés conditionnelles	13	7	84	64	20	11,9	148	88,1	97	57,7	71	42,3	168		
Commission sur les pratiques restrictives du commerce	3	0	3	3	3	33,3	6	66,7	6	66,7	3	33,3	5		
Communications	48	36	312	219	84	13,7	531	86,3	360	58,5	255	41,5	615		

Finistère	Anglo- Franco-phones	Anglo- Franco-phones	Anglophones	Francophones	Total
	Hommes	Femmes	Hommes	Femmes	Total

Ministère	2,175	588	125	29	2,774	94.7	154	5.3	2,300	78.8	617	21.2	2,928
Département des Assurances	0	0	1	0	0	0.0	1	100.0	1	100.0	0	0.0	1
Emploi et Immigration	27	20	18	9	47	63.5	27	36.5	45	60.8	29	39.2	74
Énergie, Mines et Ressources	683	219	132	24	904	85.3	156	14.7	815	77.0	243	23.0	1,060
Environnement	2,098	409	293	65	2,509	87.5	359	12.5	2,391	83.5	474	16.5	2,868
Expansion industrielle régionale	26	16	18	6	42	63.6	24	36.4	44	66.7	22	33.3	66
Finances	18	11	13	2	29	64.4	16	35.6	31	70.5	13	29.5	45
Gendarmerie royale du Canada	40	6	21	7	46	62.2	28	37.8	61	82.4	13	17.6	74
Justice (publique)	7	5	42	14	12	17.6	56	82.4	49	72.1	19	27.9	68
Musées nationaux du Canada	163	27	95	18	190	62.7	113	37.3	258	85.1	45	14.9	303
Office national de l'énergie	15	2	8	2	17	63.0	10	37.0	23	85.2	4	14.8	27
Pêches et Océans	1,632	197	175	37	1,831	89.6	212	10.4	1,807	88.5	234	11.5	2,043
Revenu national (Douanes et accises)	3	6	6	3	9	50.0	9	50.0	9	50.0	9	50.0	18
Revenu national (Impôt)	136	48	20	4	184	88.5	24	11.5	156	75.0	52	25.0	208
Santé nationale et Bien-être social	314	81	247	53	403	56.2	314	43.8	561	80.7	134	19.3	717
Secrétariat d'État du Canada	4	8	10	20	12	28.6	30	71.4	14	33.3	28	66.7	42
Secrétariat d'État du Canada	42	24	10	4	66	81.5	15	18.5	52	65.0	28	35.0	81
Volontaire général	0	0	3	3	0	0.0	6	100.0	3	50.0	3	50.0	6
Statistique Canada	283	178	235	102	462	57.5	342	42.5	518	64.9	280	35.1	804
Transports	6,602	1,600	340	105	8,217	94.9	446	5.1	6,942	80.3	1,705	19.7	8,663
Travail	18	7	13	6	25	56.8	19	43.2	31	70.5	13	29.5	44
Travaux publics	845	229	56	9	1,077	94.2	66	5.8	901	79.1	238	20.9	1,143
Total	18,966	4,859	2,669	749	23,894	87.4	3,453	12.6	21,635	79.4	5,608	20.6	27,347

Nota:—L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le groupe linguistique.

—Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

Catégorie technique, sexe et groupe linguistique

Répartition, en nombre et pourcentage, des employés de la catégorie technique selon le ministère, le sexe et le groupe linguistique, 1984

Ministère	Anglo- Franco-phones	Anglo- Franco-phones	Femmes	Hommes	Femmes	Angliophones	Angliophones	Francophones	Total
	N.	%	N.	%	N.	%	N.	%	N.
Affaires des anciens combattants	4	6	6	12	10	35.7	18	64.3	28
Affaires extérieures	105	14	21	8	119	80.4	29	19.6	148
Affaires indiennes et du Nord	220	31	79	10	252	73.5	91	26.5	343
Agence canadienne de développement international	3	7	2	7	10	52.6	9	47.4	19
Agence d'examen de l'investissement étranger	0	0	4	0	0	0.0	4	100.0	4
Agriculture	2,059	699	455	99	2,773	83.3	555	16.7	3,328
Approvisionnement et Services	87	46	22	12	133	79.2	35	20.8	168
Archives publiques du Canada	57	25	24	20	82	65.1	44	34.9	126
Bibliothèque nationale du Canada	8	2	23	17	10	20.0	40	80.0	50
Bureau canadien de la sécurité aérospatiale	46	12	3	1	58	93.5	4	6.5	62
Bureau de la femme	0	0	1	0	0	0.0	1	100.0	1
Bureau du Chef de cabinet du Gouverneur général	2	0	0	0	2	100.0	0	0.0	2
Bureau du Commissaire à la magistrature fédérale	0	0	0	1	0	0.0	1	100.0	1
Bureau du Conseil privé	2	2	1	1	4	66.7	2	33.3	6
Bureau du Directeur général des élections	4	4	0	0	8	100.0	0	0.0	8
Commissariats à l'information et à la protection de la vie privée	0	0	0	0	0	0.0	1	100.0	1
Commission canadienne des grains	306	19	54	1	333	84.5	61	15.5	394
Commission canadienne des transports	73	13	12	2	86	86.0	14	14.0	100
Commission d'appel de l'immigration	1	0	0	0	1	100.0	0	0.0	1
Commission de la Fonction publique	18	21	9	8	39	69.6	17	30.4	56
Commission de la réforme du droit du Canada	0	0	0	1	0	0.0	1	100.0	1
Commission des allocations aux anciens combattants	2	0	0	0	2	100.0	0	0.0	2
Commission canadienne des droits de la personne	0	0	1	0	0	0.0	1	100.0	1
Commission des relations de travail dans la Fonction publique	2	2	0	0	4	100.0	0	0.0	4
Commission du tarif	2	1	2	0	3	60.0	2	40.0	5
Commission mixte internationale	1	0	1	0	2	66.7	1	33.3	3
Communications conditionnelles	1	0	2	0	1	33.3	2	66.7	3
Conseil du Trésor (Bureau du Contrôleur général)	0	0	1	0	0	0.0	1	100.0	1
Conseil de la radiodiffusion et des télécommunications canadiennes	6	1	1	5	7	53.8	6	46.2	13
Conseil du Trésor (Secrétariat)	0	0	1	0	0	0.0	1	100.0	1
Conseil de la radiodiffusion et des télécommunications canadiennes	3	4	1	2	7	70.0	3	30.0	10
Consommation et Corporations	371	143	33	12	514	91.9	45	8.1	559
Cour canadienne de l'impôt	0	0	1	0	0	0.0	1	100.0	1
Cour fédérale	2	1	3	1	3	42.9	4	57.1	7
Cour suprême	0	2	1	2	2	40.0	3	60.0	5

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précisent pas le groupe linguistique;

-Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

précisent pas le groupe linguistique.

Catégorie de l'administration et du service extérieur, sexe et groupe linguistique
Répartition, en nombre et pourcentage, des employés de la catégorie de l'administration et du service extérieur selon le ministère, le sexe et le groupe linguistique, 1984

	Hommes		Femmes		Hommes		Femmes		Anglophones		Francophones	
Ministère	Anglo- Franco-phones		Anglo- Franco-phones		Anglo- Franco-phones		Anglo- Franco-phones		Anglo- Franco-phones		Anglo- Franco-phones	
Tot	421	113	248	54	335	63,9	302	36,1	669	80,0	167	20,0
Affaires des anciens combattants	1,176	401	264	88	1,581	81,7	354	18,3	1,440	74,7	489	25,3
Affaires extérieures												
Affaires indiennes et du Nord canadien	833	200	527	114	1,054	61,6	658	38,4	1,360	81,2	314	18,8
Agence canadienne de développement international	197	168	92	105	366	65,0	197	35,0	289	51,4	273	48,6
Agence d'examen de l'investissement étranger	31	9	12	4	40	71,4	16	28,6	43	76,8	13	23,2
Agriculture	484	146	206	67	631	69,8	273	30,2	690	76,4	213	23,6
Approuvisionnement et Services	1,677	647	747	378	2,330	67,4	1,127	32,6	2,424	70,3	1,025	29,7
Archives publiques du Canada	72	33	27	21	105	68,6	48	31,4	99	64,7	54	35,3
Bibliothèque nationale	19	9	17	10	28	50,9	27	49,1	36	65,5	19	34,5
Bureau canadien de la sécurité aérospatiale	4	0	7	1	4	33,3	8	66,7	11	91,7	1	8,3
Bureau de la Coordonnatrice, Situation de la femme	0	0	8	9	0	0,0	17	100,0	8	47,1	9	52,9
Bureau de services juridiques des pensions	5	3	12	3	8	34,8	15	65,2	17	73,9	6	26,1
Bureau des relations fédérales-provinciales	4	3	3	2	7	58,3	5	41,7	7	58,3	5	41,7
Bureau du Chef de cabinet du Gouverneur général	0	4	1	6	5	35,7	9	64,3	1	9,1	10	90,9
Bureau du Commissaire à la magistrature fédérale	0	2	0	1	2	66,7	1	33,3	0	0,0	3	100,0
Bureau du Commissaire aux langues officielles	9	31	11	22	40	54,8	33	45,2	20	27,4	53	72,6
Bureau du Conseil privé	21	17	24	13	38	50,7	37	49,3	45	60,0	30	40,0
Bureau du Directeur général des élections	0	6	4	2	6	50,0	6	50,0	4	33,3	8	66,7
Commissariats à l'information et à la protection de la vie privée	12	5	2	1	17	85,0	3	15,0	14	70,0	6	30,0
Commission canadienne des droits de la personne	25	12	34	14	37	43,5	48	56,5	59	69,4	26	30,6
Commission canadienne des grains	20	3	7	0	25	78,1	7	21,9	27	90,0	3	10,0
Commission canadienne des pensions	33	8	20	3	41	64,1	23	35,9	53	82,8	11	17,2
Commission canadienne des transports	102	48	55	28	150	64,4	83	35,6	157	67,4	76	32,6
Commission d'appel de l'immigration	6	4	5	0	10	66,7	5	33,3	11	73,3	4	26,7
Commission de la Fonction publique	246	208	196	201	455	53,4	397	46,6	442	51,9	409	48,1
Commission de la réforme du droit du Canada	1	1	2	2	2	33,3	4	66,7	3	50,0	3	50,0
Commission des allocations aux anciens combattants	7	1	6	3	8	47,1	9	52,9	13	76,5	4	23,5
Commission des relations de travail dans la fonction publique	5	8	7	7	13	48,1	14	51,9	12	44,4	15	55,6
Commission du tarif	1	0	0	0	1	100,0	0	0,0	1	100,0	0	0,0
Commission mixte internationale	1	0	2	0	3	60,0	2	40,0	3	100,0	0	0,0
Commission nationale des libérations conditionnelles	31	14	24	19	45	51,1	43	48,9	55	62,5	33	37,5
Commission sur les pratiques restrictives du commerce	1	1	0	3	2	40,0	3	60,0	1	20,0	4	80,0
Communications	195	88	124	83	284	57,8	207	42,2	319	65,1	171	34,9

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Répartition, en nombre et pourcentage, des employés de la catégorie scientifique et professionnelle selon le ministère, le sexe et le groupe linguistique, 1984

	Hommes			Femmes			Hommes			Femmes			Anglophones			Françophones			
Ministère	pho- nophones	pho- nophones	pho- nophones	Anglo- Franco-	Femmes	Hommes	N.	%	N.	%	Femmes	N.	%	Anglophones	N.	%	Françophones	N.	%
Affaires des anciens combattants	57	41	96	169	100	27,1	269	72,9	153	42,1	210	57,9	369		7	12,1	60		
Affaires extérieures	33	6	18	1	41	68,3	19	31,7	51	87,9									
Affaires indiennes et du Nord canadien	834	74	671	56	926	55,0	757	45,0	1,505	92,0	130	8,0	1,683						
Agence canadienne de développement international	35	26	3	2	62	92,5	5	7,5	38	57,6	28	42,4	67						
Agence d'examen de l'investissement étranger	5	0	1	0	5	83,3	1	16,7	6	100,0	0	0,0	6						
Agriculture	1,597	356	198	81	1,961	87,4	283	12,6	1,795	80,4	437	19,6	2,244						
Approuvisionnement et Services	138	55	17	5	193	89,8	22	10,2	155	72,1	60	27,9	215						
Archives publiques du Canada	55	20	30	6	75	67,6	36	32,4	85	76,6	26	23,4	111						
Bibliothèque nationale du Canada	47	18	102	23	65	34,2	125	65,8	149	78,4	41	21,6	190						
Bureau canadien de la sécurité aérospatiale	7	0	0	2	7	77,8	2	22,2	7	77,8	2	22,2	9						
Bureau de la Coordonnatrice, Situation de la femme	0	0	2	2	0	0,0	4	100,0	2	50,0	2	50,0	4						
Bureau de services juridiques des pensions	25	7	7	3	32	76,2	10	23,8	32	76,2	10	23,8	42						
Bureau des relations fédérales-provinciales	1	0	0	0	1	100,0	0	0,0	1	100,0	0	0,0	1						
Bureau du Commissaire à la magistrature fédérale	1	1	1	2	2	40,0	3	60,0	2	40,0	3	60,0	5						
Bureau du Commissaire aux langues officielles	0	0	1	0	0	0,0	1	100,0	1	100,0	0	0,0	1						
Bureau du Directeur général des élections	0	0	0	1	0	0,0	1	100,0	0	0,0	1	100,0	1						
Bureau du Conseil privé	2	0	1	0	2	66,7	1	33,3	3	100,0	0	0,0	3						
Commissariats à l'information et à la protection de la vie privée	2	0	0	0	2	100,0	0	0,0	2	100,0	0	0,0	2						
Commission canadienne des droits de la personne	3	1	2	0	4	66,7	2	33,3	5	83,3	1	16,7	6						
Commission canadienne des grains	21	0	5	0	25	80,6	6	19,4	26	100,0	0	0,0	31						
Commission canadienne des pensions	30	3	5	0	34	87,2	5	12,8	35	92,1	3	7,9	39						
Commission canadienne des transports	112	30	12	10	142	86,6	22	13,4	124	75,6	40	24,4	164						
Commission d'appel de l'immigration	0	2	1	0	2	66,7	1	33,3	1	33,3	2	66,7	3						
Commission de la Fonction publique	82	218	86	301	300	43,7	387	56,3	168	24,5	519	75,5	687						
Commission de la réforme du droit du Canada	0	1	1	0	1	50,0	1	50,0	1	50,0	1	50,0	2						
Commission des allocations aux anciens combattants	1	0	0	0	1	100,0	0	0,0	1	100,0	0	0,0	1						
Commission des relations de travail dans la fonction publique	3	0	1	2	3	50,0	3	50,0	4	66,7	2	33,3	6						
Commission du tarif	8	1	0	0	9	100,0	0	0,0	8	88,9	1	11,1	9						
Commission mixte internationale	4	0	1	0	5	100,0	0	0,0	5	100,0	0	0,0	5						

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Répartition, en nombre et pourcentage, des employés de la catégorie de la gestion selon le ministère, le sexe et le groupe linguistique, 1984

Répartition, en nombre et pourcentage, des employés de la catégorie de la gestion selon le ministère, le sexe et le

Ministère	Anglo- Franco-phones combattants		Anglo- Franco-phones		Femmes		Hommes		Femmes		Anglophones		Francophones	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Total	28	6	2	1	34	91,9	3	8,1	30	81,1	7	18,9	35	19,4
Affaires des anciens combattants	141	33	4	2	174	96,7	6	3,3	145	80,6	35	19,4		
Affaires extérieures														
Affaires indiennes et du Nord canadien	129	25	10	3	154	92,2	13	7,8	139	83,2	28	16,8		
Agence canadienne de développement international	63	37	4	3	100	93,5	7	6,5	67	62,6	40	37,4		
Agence d'examen de l'investissement étranger	14	1	1	0	15	93,8	1	6,3	15	93,8	1	6,3		
Agriculture	186	27	4	2	213	97,3	6	2,7	190	86,8	29	13,2		
Approvisionnement et Services	195	45	4	2	240	97,6	6	2,4	199	80,9	47	19,1		
Archives du Canada	13	4	1	0	17	94,4	1	5,6	14	77,8	4	22,2		
Bibliothèque nationale du Canada	4	0	4	1	4	44,4	5	55,6	8	88,9	1	11,1		
Bureau canadien de la sécurité aérospatiale	2	0	0	0	2	100,0	0	0,0	2	100,0	0	0,0		
Bureau du Commissaire à la magistrature fédérale	0	1	0	0	1	100,0	0	0,0	0	0,0	1	100,0		
Bureau du Commissaire aux langues officielles	3	10	1	2	13	81,3	3	18,8	4	25,0	12	75,0		
Bureau de la coordination, Situation de la femme	0	0	1	0	0	0,0	1	100,0	1	100,0	0	0,0		
Bureau des relations fédérales-provinciales	12	8	4	1	20	80,0	5	20,0	16	64,0	9	36,0		
Bureau du Chef de cabinet du Gouverneur général	2	0	0	0	2	100,0	0	0,0	2	100,0	0	0,0		
Bureau du conseil privé	33	8	20	2	41	65,1	22	34,9	53	84,1	10	15,9		
Bureau du directeur général des élections	0	3	0	0	3	100,0	0	0,0	0	0,0	3	100,0		
Commissariats à l'information et à la protection de la vie privée	3	0	0	0	3	100,0	0	0,0	3	100,0	0	0,0		
Commission canadienne des droits de la personne	2	1	1	0	3	75,0	1	25,0	3	75,0	1	25,0		
Commission canadienne des grains	6	0	0	0	6	100,0	0	0,0	6	100,0	0	0,0		
Commission canadienne des pensions	2	1	1	0	3	75,0	1	25,0	3	75,0	1	25,0		
Commission d'appel de transports	37	5	0	0	42	100,0	0	0,0	37	88,1	5	11,9		
Commission de la Fonction publique	1	0	1	0	1	50,0	1	50,0	2	100,0	0	0,0		
Commission des relations de travail dans la fonction publique	34	25	9	8	59	77,6	17	22,4	43	56,6	33	43,4		
Commission de travail dans la fonction publique	7	4	0	0	11	100,0	0	0,0	7	63,6	4	36,4		
Fonction publique	11	7	0	0	11	100,0	0	0,0	7	63,6	4	36,4		
Commission du tarif	1	1	0	0	2	100,0	0	0,0	1	50,0	1	50,0		
Commission mixte internationale	3	0	0	0	3	100,0	0	0,0	3	100,0	0	0,0		
Commission nationale des libérations conditionnelles	6	1	0	1	7	87,5	1	12,5	6	75,0	2	25,0		
Communications	65	28	8	2	93	90,3	10	9,7	73	70,9	30	29,1		
Conseil canadien des relations de travail	6	1	0	0	7	100,0	0	0,0	6	85,7	1	14,3		



Exigences linguistiques du poste, catégorie professionnelle et groupe linguistique

Répartition, en nombre et pourcentages, des employés selon la catégorie professionnelle, les exigences linguistiques du poste et le groupe linguistique, 1984

Catégorie professionnelle	Exigences linguistiques du poste	N.		%	N.	%	Franco-phones et Anglo-phones	Total
		Anglophones	Francophones					

Scientifique et professionnelle	Bilingue	3,819	51,0	3,667	49,0	7,486			7,486
	Anglais	12,532	98,1	243	1,9	12,775			12,775
	Français	15	1,9	759	98,1	774			774
	Anglais ou français	649	80,1	161	19,9	810			810

Administration et service extérieur	Bilingue	9,203	41,1	13,209	58,9	22,412			22,412
	Anglais	28,403	97,8	634	2,2	29,037			29,037
	Français	17	0,7	2,364	99,3	2,381			2,381
	Anglais ou français	1,613	78,2	450	21,8	2,063			2,063

Technique	Bilingue	1,835	34,0	3,564	66,0	5,399			5,399
	Anglais	18,249	97,3	502	2,7	18,751			18,751
	Français	32	2,7	1,158	97,3	1,190			1,190
	Anglais ou français	1,123	78,5	308	21,5	1,431			1,431

Soutien administratif	Bilingue	5,313	28,4	13,384	71,6	18,697			18,697
	Anglais	35,913	95,7	1,595	4,3	37,508			37,508
	Français	63	1,1	5,626	98,9	5,689			5,689
	Anglais ou français	2,796	66,3	1,423	33,7	4,219			4,219

Exploitation	Bilingue	696	25,0	2,093	75,0	2,789			2,789
	Anglais	28,147	97,9	602	2,1	28,749			28,749
	Français	167	2,9	5,678	97,1	5,845			5,845
	Anglais ou français	1,857	49,9	1,866	50,1	3,723			3,723

Toutes les catégories	Bilingue	23,377	38,9	36,758	61,1	60,135			60,135
	Anglais	124,045	97,2	3,584	2,8	127,629			127,629
	Français	294	1,9	15,588	98,1	15,882			15,882
	Anglais ou français	8,159	65,8	4,239	34,2	12,398			12,398

Grand total	Bilingue	161,158	72,3	61,614	27,7	222,772			222,772
	Anglais	161,158	72,3	61,614	27,7	222,772			222,772
	Français	294	1,9	15,588	98,1	15,882			15,882
	Anglais ou français	8,159	65,8	4,239	34,2	12,398			12,398

Nota:—L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas la catégorie professionnelle, les exigences linguistiques du poste ou le groupe linguistique.

—Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

12

Catégorie professionnelle et lieu de travail

Répartition, en nombre et pourcentage, des employés selon la catégorie professionnelle et le lieu de travail, 1984

Catégorie professionnelle	Région de la Capitale			Autres lieux de travail		
	N.	%	N.	%	N.	%
Gestion	2,997	70.0	1,284	30.0	4,281	
Scientifique et professionnelle	8,995	39.4	13,848	60.6	22,843	
Administration et service extérieur	22,712	39.8	34,330	60.2	57,042	
Technique	6,611	24.2	20,736	75.8	27,347	
Total (catégories d'agents)	41,315	37.0	70,198	63.0	111,513	
Soutien administratif	25,644	37.0	43,753	63.0	69,397	
Exploitation	4,990	11.6	37,928	88.4	42,918	
Grand total*	72,089	32.2	151,937	67.8	224,026	

Nota.-L'addition des données ne correspond pas à certains documents ne précisent pas la catégorie professionnelle.

13

Catégorie de la gestion et femmes, francophones et autochtones

Répartition, en nombre et pourcentage, des hommes, des femmes, des anglophones, des francophones et des autochtones de la catégorie de la gestion, selon le groupe et le niveau, 1983 et 1984

Groupe et niveau	Hommes		Femmes		Anglophones		Francophones		Autochtones		Effectif total de la catégorie
	N.	%	N.	%	N.	%	N.	%	N.	%	
EX-5*	76	98.7	1	1.3	59	76.6	18	23.4	0	0.0	7
EX-4	196	94.2	12	5.8	163	78.3	45	21.6	1	0.5	20
EX-3	474	97.5	12	2.5	378	77.8	108	22.2	2	0.4	48
EX-2	580	94.0	37	6.0	492	79.7	125	20.3	1	0.2	61
EX-1	700	92.6	56	7.4	588	77.8	168	22.2	4	0.5	75
SM (non transposés)	1,600	93.6	109	6.4	1,417	82.9	292	17.1	9	0.5	1,70
Total	3,640	94.1	227	5.9	3,106	80.3	761	19.7	17	0.4	3,86
1984											
EX-5*	89	100.0	0	0.0	68	76.4	21	23.6	0	0.0	8
EX-4	196	93.3	14	6.7	161	76.7	49	23.3	1	0.5	210
EX-3	498	96.7	17	3.3	408	79.2	107	20.8	3	0.6	511
EX-2	612	93.7	41	6.3	518	79.3	135	20.7	2	0.3	65
EX-1	718	91.5	67	8.5	611	77.8	174	22.2	5	0.6	781
SX (non transposés)	6	100.0	0	0.0	4	66.7	2	33.3	0	0.0	6
SM	1,863	92.1	160	7.9	1,660	82.1	363	17.9	10	0.5	2,023
Total	3,982	93.0	299	7.0	3,430	80.1	851	19.9	21	0.5	4,281

* Comprend, en 1983, 9 cadres de direction désignés GX et 10 en 1984. À ce titre, ils ont droit au salaire de DM-1.

[illegible]

précisent pas la catégorie professionnelle, le groupe professionnel ou le groupe linguistique.

Répartition, en nombre et pourcentage, des employés selon la catégorie et le groupe professionnels, le sexe et le groupe linguistique, 1984

Catégorie et groupe	Gestion professionnels	Anglo- Franco-		Anglo- Franco-		Hommes	Femmes	Hommes	Femmes	N.	%	N.	%	N.	%	Total	
		phones	phones	phones	phones												
Scientifique et professionnelle	Actuariat (AC)	10	12	0	0	22	100,0	0	0,0	10	45,5	12	54,5	3	33,3	2,2	
	Agriculture (AG)	217	47	24	10	265	88,3	35	11,7	241	80,9	57	19,1	3	19,1	3,0	
	Architecture et urbanisme (AR)	255	61	26	14	316	88,8	40	11,2	281	78,9	75	21,1	3	21,1	3,0	
	Art dentaire (DE)	35	7	3	0	43	93,5	355	67,5	38	84,4	7	15,6	3	15,6	3,0	
	Bibliothéconomie (LS)	119	52	293	59	171	32,5	355	67,5	412	78,8	111	21,2	5	21,2	5,0	
	Chimie (CH)	267	46	84	13	317	76,6	97	23,4	351	83,6	59	14,4	4	14,4	4,0	
	Droit (LA)	401	146	157	53	548	72,1	212	27,9	558	73,7	199	26,3	7	26,3	7,0	
	Economie, sociologie et statistique (ES)	1,504	383	375	126	1,895	79,1	502	20,9	1,879	78,7	509	21,3	2,3	21,3	23,0	
	Enseignement (ED)	858	469	799	482	1,337	50,5	1,311	49,5	1,657	63,5	951	36,5	2,6	36,5	26,0	
	Enseignement universitaire (UT)	146	87	2	3	238	96,7	8	3,3	148	62,2	90	37,8	2	37,8	2,0	
	Ergothérapie et physiothérapie (OP)	3	0	13	8	3	12,5	21	87,5	16	66,7	8	33,3	1	33,3	1,2	
	Génie et arpentage (EN)	2,361	477	78	30	2,849	96,3	108	3,7	2,439	82,8	507	17,2	2,9	17,2	29,5	
	Mathématiques (MA)	94	23	32	9	117	74,1	41	25,9	126	79,7	32	20,3	15	20,3	15,0	
	Médecine (MD)	208	60	35	32	274	87,5	39	12,5	243	79,4	63	20,6	31	20,6	31,0	
	Médecine vétérinaire (VS)	391	164	41	32	556	88,3	74	11,7	432	68,8	196	31,2	63	31,2	63,0	
Météorologie (MT)	407	117	24	12	524	93,6	36	6,4	431	77,0	129	23,0	56	23,0	56,0		
Administration et service extérieur	Pharmacie (PH)	25	21	9	4	44	74,6	15	25,4	34	59,6	23	40,4	5	40,4	5,0	
	Psychologie (PS)	55	21	15	13	76	72,4	29	27,6	70	67,3	34	32,7	10	32,7	10,0	
	Recherche historique (HR)	142	54	67	17	196	70,0	84	30,0	209	74,6	71	25,4	28	25,4	28,0	
	Recherche scientifique (SE)	1,804	155	78	10	1,969	95,6	91	4,4	1,882	91,9	165	8,1	2,0	8,1	2,06	
	Réglementation scientifique (SG)	311	88	56	19	399	84,2	75	15,8	367	77,4	107	22,6	47	22,6	47,0	
	Sciences biologiques (BI)	758	124	167	38	887	81,0	208	19,0	925	85,1	162	14,9	1,0	14,9	1,09	
	Sciences domestiques (HE)	0	0	29	16	0	0,0	45	100,0	29	64,4	16	35,6	4	35,6	4,0	
	Sciences forestières (FO)	106	27	5	0	134	96,4	5	3,6	111	80,4	27	19,6	13	19,6	13,0	
	Sciences infirmières (NU)	123	36	1,089	303	160	10,1	1,429	69,9	1,212	78,1	339	21,9	1,5	21,9	1,58	
	Sciences physiques (PC)	665	82	99	26	753	85,6	127	14,4	764	87,6	108	12,4	8	12,4	8,0	
	Service scientifique de la défense (DS)	408	113	27	8	521	93,7	35	6,3	435	78,2	121	21,3	55	21,3	55,0	
	Service social (SW)	74	25	37	7	100	69,0	45	31,0	111	77,6	32	22,4	14	22,4	14,0	
	Vérification (AU)	2,139	678	200	40	2,819	92,2	240	7,8	2,399	76,5	718	23,5	3,0	23,5	3,05	
	Total	13,886	3,573	3,864	1,355	17,533	76,8	5,310	23,2	17,750	78,3	4,928	21,7	22,8	21,7	22,84	22,84
	Administration et service extérieur																
Achat et approvisionnement (PG)	1,130	367	377	121	1,503	75,0	500	25,0	1,507	75,5	488	24,5	2,0	24,5	2,00	2,00	
Administration des programmes (PM)	12,002	4,922	6,844	2,176	16,955	65,2	9,043	34,8	18,846	72,6	7,098	27,4	25,9	27,4	25,99	25,99	
Commerce (CO)	1,497	419	238	70	1,931	86,0	314	14,0	1,735	78,0	489	22,0	2,2	22,0	2,24	2,24	
Gestion des finances (FI)	1,417	501	524	202	1,924	72,5	729	27,5	1,941	73,4	703	26,6	2,6	26,6	2,65	2,65	
Gestion des systèmes informatiques (CS)	1,892	541	538	199	2,438	76,8	738	23,2	2,430	76,7	740	23,3	3,1	23,3	3,17	3,17	
Gestion du personnel (PE)	958	610	921	517	1,577	52,3	1,440	47,7	1,879	62,5	1,127	37,5	3,0	37,5	3,01	3,01	
Organisation et méthodes (OM)	552	142	169	57	695	75,5	226	24,5	721	78,4	199	21,6	92	21,6	92	92	
Programmes de bien-être social (WP)	948	349	413	152	1,305	69,4	575	30,6	1,361	73,1	501	26,9	1,8	26,9	1,88	1,88	
Service extérieur (FS)	813	269	139	36	1,083	86,1	175	13,9	952	75,7	305	24,3	1,2	24,3	1,27	1,27	

Catégorie professionnelle et modalité d'emploi	Anglo- Franco- phones	Anglo- Franco- phones	Anglo- Franco- phones	Femmes	Hommes	Femmes	Anglophones	Francophones	Total
	N.	%	N.	%	N.	%	N.	%	N.

Temps partiel	• Période indéterminée	82	71	588	314	156	14,6	912	85,4	670	63,5	385	36,5	1,068
	• Saisonnier	48	11	7	0	59	89,4	7	10,6	55	83,3	11	16,7	66
	• Période déterminée	39	11	92	26	57	31,3	125	68,7	131	78,0	37	22,0	182
	Total	169	93	687	340	272	20,7	1,044	79,3	856	66,4	433	33,6	1,316
	Total	62,130	19,961	20,667	8,318	82,330	73,8	29,183	26,2	82,807	74,5	28,279	25,5	111,513

Temps plein	• Période indéterminée	6,826	3,785	33,370	15,313	10,632	17,9	48,820	82,1	40,196	67,8	19,098	32,2	59,452
	• Saisonnier	8	2	36	28	11	14,7	64	85,3	44	59,5	30	40,5	75
	• Période déterminée	816	483	3,859	2,411	1,321	17,2	6,374	82,8	4,675	61,8	2,894	38,2	7,695
	Total	7,650	4,270	37,265	17,752	11,964	17,8	55,258	82,2	44,915	67,1	22,022	32,9	67,222
	Total	7,697	4,300	38,450	18,467	12,059	17,4	57,338	82,6	46,147	67,0	22,767	33,0	69,397

Exploitation	• Période indéterminée	23	19	943	611	45	2,7	1,624	97,3	966	60,5	630	39,5	1,669
	• Saisonnier	0	0	1	0	0	0,0	1	100,0	1	100,0	0	0,0	1
	• Période déterminée	24	11	241	104	50	9,9	453	90,1	265	69,7	115	30,3	503
	Total	47	30	1,185	715	95	4,4	2,078	95,6	1,232	62,3	745	37,7	2,173
	Total	7,697	4,300	38,450	18,467	12,059	17,4	57,338	82,6	46,147	67,0	22,767	33,0	69,397

Temps plein	• Période indéterminée	25,495	8,528	3,613	1,099	34,140	87,8	4,740	12,2	29,108	75,1	9,627	24,9	38,880
	• Saisonnier	565	187	82	16	762	88,3	101	11,7	647	76,1	203	23,9	863
	• Période déterminée	1,788	401	148	45	2,281	91,2	219	8,8	1,936	81,3	446	18,7	2,500
	Total	27,848	9,116	3,843	1,160	37,183	88,0	5,060	12,0	31,691	75,5	10,276	24,5	42,243
	Total	27,990	9,174	4,078	1,343	37,401	87,1	5,517	12,9	32,068	75,3	10,517	24,7	42,918

Toutes les catégories	• Période indéterminée	118	49	201	168	177	31,7	382	68,3	319	59,5	217	40,5	559
	• Saisonnier	2	0	4	0	2	33,3	4	66,7	6	100,0	0	0,0	6
	• Période déterminée	20	8	30	15	35	33,0	71	67,0	375	61,0	240	39,0	671
	Total	140	57	235	183	214	31,9	457	68,1	375	61,0	240	39,0	671
	Total	27,990	9,174	4,078	1,343	37,401	87,1	5,517	12,9	32,068	75,3	10,517	24,7	42,918

Temps plein	• Période indéterminée	92,361	31,451	55,838	23,918	124,137	60,8	80,057	39,2	148,199	72,8	55,369	27,2	204,194
	• Saisonnier	792	247	145	55	1,053	83,8	203	16,2	937	75,6	302	24,4	1,256
	• Période déterminée	4,406	1,590	5,151	2,934	6,158	42,7	8,252	57,3	9,557	67,9	4,524	32,1	14,410
	Total	97,559	33,288	61,134	26,907	131,348	59,7	88,512	40,3	158,693	72,5	60,195	27,5	219,860
	Total	92,361	31,451	55,838	23,918	124,137	60,8	80,057	39,2	148,199	72,8	55,369	27,2	204,194

Temps partiel	• Période indéterminée	223	139	1,732	1,093	378	11,5	2,918	88,5	1,955	61,3	1,232	38,7	3,296
	• Saisonnier	50	11	12	0	61	83,6	12	16,4	62	84,9	11	15,1	73
	• Période déterminée	83	30	363	145	142	18,0	649	82,0	446	71,8	175	28,2	791
	Total	356	180	2,107	1,238	581	14,0	3,579	86,0	2,463	63,5	1,418	36,5	4,160
	Total	97,917	33,469	63,241	28,145	131,933	58,9	92,093	41,1	161,158	72,3	61,614	27,7	224,026

Nota.: L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas la modalité d'emploi, la catégorie professionnelle ou le groupe linguistique.

—Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

a modalite d'emploi, le

Catégorie professionnelle et modalité d'emploi	Anglo- Franco-phones		Anglo- Franco-phones		Anglo- Franco-phones		Hommes		Femmes		Anglophones		Francophones	
	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%	N.	%
Gestion														
Temps plein	3,182	777	226	70	3,959	93,0	296	7,0	3,408	80,1	847	19,9	4,2	
• Période indéterminée														
• Période déterminée	20	3	2	1	23	88,5	3	11,5	22	84,6	4	15,4		
Total	3,202	780	228	71	3,982	93,0	299	7,0	3,430	80,1	851	19,9	4,2	
Scientifique et professionnelle														
Temps plein	13,372	3,431	3,422	1,183	16,857	78,3	4,672	21,7	16,794	78,4	4,614	21,6	21,52	
• Période indéterminée														
• Période déterminée	477	128	274	100	622	61,2	394	38,8	751	76,7	228	23,3	1,01	
Temps partiel	13,850	3,559	3,697	1,283	17,480	77,5	5,067	22,5	17,547	78,4	4,842	21,6	22,54	
• Période indéterminée														
• Période déterminée	14	1	31	5	16	30,2	37	69,8	45	88,2	6	11,8	5	
Total	13,886	3,73	3,864	1,355	17,533	76,8	5,310	23,2	17,750	78,3	4,928	21,7	22,84	
Administration et service extérieur														
Temps plein	25,323	10,309	12,839	5,594	35,706	65,9	18,479	34,1	38,162	70,6	15,903	29,4	54,18	
• Période indéterminée														
• Période déterminée	5	1	1	4	6	54,5	5	45,5	6	54,5	5	45,5	1	
Saisonnier	628	368	613	303	1,012	52,3	924	47,7	1,241	64,9	671	35,1	1,934	
Total	25,956	10,678	13,453	5,901	36,724	65,4	19,408	34,6	39,409	70,4	16,579	29,6	56,13	
Temps partiel														
• Période indéterminée	55	53	410	224	109	14,6	639	85,4	465	62,7	277	37,3	744	
• Période déterminée	47	11	7	0	58	89,2	7	10,8	54	83,1	11	16,9	65	
Saisonnier	18	7	46	18	30	30,9	67	69,1	64	71,9	25	28,1	97	
Total	26,076	10,749	13,916	6,143	36,921	64,7	20,121	35,3	39,992	70,3	16,892	29,7	57,042	
Technique														
Temps plein	18,063	4,588	2,332	645	22,702	88,3	2,999	11,7	20,395	79,6	5,233	20,4	25,701	
• Période indéterminée														
• Période déterminée	213	57	25	7	273	89,5	32	10,5	238	78,8	64	21,2	305	
Saisonnier	677	206	255	71	897	72,9	334	27,1	932	77,1	277	22,9	1,231	
Total	18,953	4,851	2,612	723	23,872	87,6	3,365	12,4	21,565	79,5	5,574	20,5	27,237	
Temps partiel														
• Période indéterminée	5	5	42	23	10	13,0	67	87,0	47	62,7	28	37,3	77	
• Période déterminée	1	0	0	0	1	100,0	0	0,0	1	100,0	0	0,0	1	
Saisonnier	7	3	15	3	11	34,4	21	65,6	22	78,6	6	21,4	32	
Total	18,966	4,859	2,669	749	23,894	87,4	3,453	12,6	21,635	79,4	5,608	20,6	27,347	
Temps plein	59,940	19,105	18,819	7,492	79,224	75,0	26,446	25,0	78,759	74,5	26,597	25,5	105,670	
• Période indéterminée														
• Saisonnier	219	58	27	11	280	88,1	38	11,9	246	78,1	69	21,9	318	
• Période déterminée	1,802	705	1,144	475	2,554	60,7	1,655	39,3	2,946	71,4	1,180	28,6	4,209	
Total	61,961	19,868	19,990	7,978	82,058	74,4	28,139	25,6	81,951	74,6	27,846	25,4	110,197	

1984 (Dollars courants)

Hommes		Femmes		Hommes		Femmes		Anglophones		Francophones	
phones	Anglo- Franco-phones	phones	Anglo- Franco-phones	phones	Anglo- Franco-phones	phones	Anglo- Franco-phones	phones	Anglo- Franco-phones	phones	Anglo- Franco-phones
134	50	34	13	185	79.7	47	20.3	168	72.7	63	27.3
78.35	3,773	16,976	7,454	11,645	32.2	24,537	67.8	24,811	68.8	11,227	31.2
14,319	5,262	18,403	8,038	19,668	42.6	26,516	57.4	32,722	71.1	13,300	28.9
19,518	6,718	9,036	3,494	26,294	67.6	12,594	32.4	28,554	73.7	10,212	26.3
17,839	6,450	2,602	1,198	24,339	72.6	9,197	27.4	24,399	72.9	9,052	27.1
8,658	3,128	2,213	1,198	11,802	77.5	3,421	22.5	10,871	71.5	4,326	28.5
7,870	2,544	1,081	606	10,439	86.1	1,687	13.9	8,951	74.0	3,150	26.0
5,121	1,250	533	168	6,390	90.1	702	9.9	5,654	79.9	1,418	20.1
5,730	1,203	393	113	6,941	93.2	508	6.8	6,123	82.3	1,316	17.7
2,517	488	135	31	3,012	94.7	167	5.3	2,652	83.6	519	16.4
1,607	293	57	18	1,904	96.2	75	3.8	1,664	84.3	311	15.7
627	128	26	9	758	95.6	35	4.4	653	82.7	137	17.3
279	76	7	5	357	96.7	12	3.3	286	77.9	81	22.1
85	31	3	2	116	95.9	5	4.1	88	72.7	33	27.3
87	21	1	0	111	99.1	1	0.9	88	80.7	21	19.3
92,280	31,433	55,832	23,915	124,038	60.8	80,048	39.2	148,112	72.8	55,348	27.2
5,637	2,036	7,409	4,230	7,895	39.6	12,045	60.4	13,046	67.6	6,266	32.4
97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7
224,026											

1984 (Dollars constants)^b

Hommes		Femmes		Hommes		Femmes		Anglophones		Francophones	
phones	Anglo- Franco-phones	phones	Anglo- Franco-phones	phones	Anglo- Franco-phones	phones	Anglo- Franco-phones	phones	Anglo- Franco-phones	phones	Anglo- Franco-phones
135	50	35	16	187	78.6	51	21.4	170	72.0	66	28.0
2,968	1,617	6,800	2,941	4,607	32.0	9,798	68.0	9,768	68.2	4,558	31.8
17,059	6,637	27,676	12,279	23,790	37.2	40,081	62.8	44,735	70.3	18,916	29.7
23,762	8,219	10,610	4,012	32,054	68.6	14,695	31.4	34,372	73.8	12,231	26.2
18,090	6,628	7,028	2,881	24,773	71.4	9,946	28.6	25,118	72.5	9,509	27.5
10,225	3,483	2,020	1,146	13,727	81.2	3,170	18.8	12,245	72.6	4,629	27.4
7,767	2,234	908	433	10,029	88.2	1,342	11.8	8,675	76.5	2,667	23.5
6,116	1,308	479	125	7,436	92.5	606	7.5	6,595	82.1	1,433	17.9
3,530	724	184	49	4,262	94.8	234	5.2	3,714	82.8	773	17.2
1,792	337	64	20	2,134	96.2	84	3.8	1,856	83.9	357	16.1
526	116	22	8	645	95.6	30	4.4	548	81.5	124	18.5
195	49	4	4	245	96.8	8	3.2	199	79.0	53	21.0
87	23	2	1	112	97.4	3	2.6	89	78.8	24	21.2
26	8	0	0	35	100.0	0	0.0	26	76.5	8	23.5
2	0	0	0	2	100.0	0	0.0	2	100.0	0	0.0
0	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0
92,280	31,433	55,832	23,915	124,038	60.8	80,048	39.2	148,112	72.8	55,348	27.2
5,637	2,036	7,409	4,230	7,895	39.6	12,045	60.4	13,046	67.6	6,266	32.4
97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7
224,026											

Traitement annuel en dollars courants et en dollars constants, sexe et groupe linguistique
Répartition, en nombre et pourcentage, des employés à temps plein, période indéterminée, selon le traitement annuel, le sexe, et le groupe linguistique en dollars courants et en dollars constants, 1983 et 1984

1983 (Dollars courants)

Total	Moins de \$10,000	Anglo- Franco-phones	Anglo- Franco-phones	Hommes	Femmes	Anglophones	Francophones	%	N.
10,000-14,999	97	37	1,133	579	139	7,5	1,723	92.5	1,230
15,000-19,999	9,064	4,327	19,542	8,580	13,443	32.3	28,226	67.7	31,606
20,000-24,999	14,680	5,255	16,895	6,944	20,012	45.5	23,930	54.5	31,575
25,000-29,999	23,340	8,497	10,414	4,070	31,902	68.7	14,543	31.3	33,754
30,000-34,999	16,778	5,582	4,314	1,670	22,397	78.9	6,007	21.1	21,092
35,000-39,999	7,390	2,457	1,384	879	9,881	87.6	2,266	18.7	8,774
40,000-44,999	6,847	2,136	809	465	9,004	87.6	1,275	12.4	7,656
45,000-49,999	6,398	1,394	509	133	7,817	92.4	642	7.6	6,907
50,000-54,999	3,620	755	197	66	4,382	94.3	264	5.7	3,817
55,000-59,999	2,723	483	98	30	3,213	96.1	130	3.9	2,821
60,000-64,999	942	236	34	11	1,188	96.3	46	3.7	976
65,000-69,999	422	89	16	7	520	95.6	24	4.4	438
70,000-74,999	189	48	6	2	238	96.7	8	3.3	195
75,000-79,999	91	29	3	1	122	96.8	4	3.2	94
80,000 et plus	40	6	0	0	49	100.0	0	0.0	40
Total	92,754	31,374	55,382	23,453	124,483	61.1	79,132	38.9	148,136
Autres^a	5,192	1,861	6,923	3,729	7,375	40.0	11,054	60.0	12,115
Grand total	97,946	33,235	62,305	27,182	131,858	59.4	90,186	40.6	160,251

1983 (Dollars constants)^b

Total	Moins de \$10,000	Anglo- Franco-phones	Anglo- Franco-phones	Hommes	Femmes	Anglophones	Francophones	%	N.
10,000-14,999	2,764	1,501	7,813	3,417	4,294	27.6	11,275	72.4	10,577
15,000-19,999	16,370	6,432	18,718	11,710	22,881	37.2	38,571	62.8	43,088
20,000-24,999	22,905	7,949	10,813	3,981	30,931	67.5	14,865	32.5	33,718
25,000-29,999	20,621	7,352	6,679	2,627	28,021	75.0	9,333	25.0	27,300
30,000-34,999	9,634	3,298	1,770	1,086	12,971	81.9	2,861	18.1	11,404
35,000-39,999	7,699	2,218	837	407	9,949	88.9	1,245	11.1	8,536
40,000-44,999	6,343	1,353	472	138	7,710	92.7	610	7.3	6,815
45,000-49,999	3,892	714	162	41	4,614	95.7	206	4.3	4,054
50,000-54,999	1,552	318	60	18	1,882	96.0	79	4.0	1,612
55,000-59,999	498	108	21	8	617	95.4	30	4.6	519
60,000-64,999	215	54	6	2	97.1	8	2.9	2.9	221
65,000-69,999	98	29	3	1	130	97.0	4	3.0	101
70,000-74,999	27	5	0	0	34	100.0	0	0.0	27
75,000-79,999	2	0	0	0	2	100.0	0	0.0	2
80,000 et plus	1	0	0	0	1	100.0	0	0.0	1
Total	92,754	31,374	55,382	23,453	124,483	61.1	79,132	38.9	148,136
Autres^a	5,192	1,861	6,923	3,729	7,375	40.0	11,054	60.0	12,115
Grand total	97,946	33,235	62,305	27,182	131,858	59.4	90,186	40.6	160,251

^aComprend les employés dont la modalité d'emploi est autre que le temps plein, période indéterminée.
^bLa période de base utilisée pour le calcul des dollars constants est l'année 1981. Les moyennes annuelles de l'indice des prix à la consommation publiées par Statistique Canada ont été utilisées pour déterminer les traitements annuels de 1983 et de 1984 exprimés en dollars constants de 1981.

Note: L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le groupe linguistique.

-Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue

Catégorie	Hommes		Femmes		Anglophones		Francophones						
	N.	%	N.	%	N.	%	N.	%					
Total	1,087	356	485	312	1,444	64.4	797	35.6	1,572	70.2	668	29.8	2,241
Officiers canadiens des relations de	17	13	17	37	30	35.3	55	64.7	34	40.5	50	59.5	85
Officiers de révision des pensions	0	3	6	7	3	18.8	13	81.3	6	37.5	10	62.5	16
Officiers du Bureau du	89	16	31	25	105	65.2	56	34.8	120	74.5	41	25.5	161
Officiers (Secrétariat)	326	115	202	155	441	55.3	357	44.7	528	66.2	270	33.8	798
Officiers de la radio (Diffusion et	128	90	74	110	221	54.3	186	45.7	202	50.2	200	49.8	407
Officiers et Corporations	967	431	545	512	1,398	56.9	1,057	43.1	1,512	61.6	943	38.4	2,455
Officiers canadiens de l'impôt	3	8	16	16	11	25.6	32	74.4	19	44.2	24	55.8	43
Officiers fédérale	38	28	45	51	66	40.7	96	59.3	83	51.2	79	48.8	162
Officiers suprême	12	16	13	20	29	46.0	34	54.0	25	41.0	36	59.0	63
Officiers (civils)	18,787	4,539	8,535	2,174	23,447	68.5	10,788	31.5	27,322	80.3	6,713	19.7	34,235
Officiers de l'assurance	102	31	55	24	134	62.9	79	37.1	157	74.1	55	25.9	213
Officiers de l'État au	2	0	1	0	2	66.7	1	33.3	3	100.0	0	0.0	3
Officiers de l'immigration	6,042	3,436	10,079	4,990	9,505	38.6	15,123	61.4	16,121	65.7	8,426	34.3	24,628
Officiers de l'énergie, Mines et Ressources	2,625	693	1,170	463	3,323	67.0	1,637	33.0	3,795	76.7	1,156	20.5	4,960
Officiers de l'industrie régionale	6,295	1,391	2,040	758	7,701	73.3	2,810	26.7	8,335	79.5	2,149	20.5	10,511
Officiers de la fonction publique	1,141	432	844	459	1,577	54.7	1,308	45.3	1,985	69.0	891	31.0	2,885
Officiers de la fonction publique	352	117	220	169	470	54.5	393	45.5	572	66.7	286	33.3	863
Officiers de la fonction publique	520	191	2,346	655	712	19.1	3,015	80.9	2,866	77.2	846	22.8	3,727
Officiers nationaux du Canada	426	190	500	264	617	44.6	766	55.4	926	67.1	454	32.9	1,383
Officiers de l'établissement agricole	401	158	318	155	559	54.2	473	45.8	719	69.7	313	30.3	1,032
Officiers combattants	69	11	91	7	81	45.0	164	39.3	160	89.9	18	10.1	180
Officiers de l'énergie	216	35	116	47	253	60.7	164	39.3	332	80.2	82	19.8	417
Officiers et Océans	3,796	497	1,186	348	4,298	73.6	1,541	26.4	4,982	85.5	845	14.5	5,839
Officiers national (Douanes et	4,190	1,558	3,100	1,027	5,749	58.2	4,129	41.8	7,290	73.8	2,585	26.2	9,878
Officiers national (Impôt)	6,165	2,120	5,910	2,231	8,300	50.4	8,156	49.6	12,075	73.5	4,351	26.5	16,456
Officiers nationale et Bien-être	2,489	807	4,471	1,272	3,352	36.2	5,895	63.8	6,960	77.0	2,079	23.0	9,247
Officiers et Technologie	27	6	12	12	33	57.9	24	42.1	39	68.4	18	31.6	57
Officiers d'État du Canada	341	738	631	1,412	1,079	34.6	2,044	65.4	972	31.1	2,150	68.9	3,123
Officiers des conférences	3	6	2	11	9	40.9	13	59.1	5	22.7	17	77.3	22
Officiers de l'administration	5,188	2,602	1,968	884	7,823	71.2	2,870	26.8	7,156	67.2	3,486	32.8	10,693
Officiers général	96	16	96	55	115	42.8	154	57.2	192	73.0	71	27.0	269
Officiers du Canada	13,398	3,577	3,021	1,167	17,025	80.2	4,203	19.8	16,419	77.6	4,744	22.4	21,228
Officiers sportifs	280	101	169	151	381	47.6	420	52.4	549	68.5	252	31.5	801
Officiers aux publics	4,607	1,691	1,476	535	6,318	75.8	2,022	24.2	6,083	73.2	2,226	26.8	8,340
Officiers total	97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026

— Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

— L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le groupe linguistique.

Ministère d'affectation, sexe et groupe linguistique Répartition, en nombre et pourcentage, des employés selon le ministère d'affectation, le sexe et le groupe linguistique, 1984

Ministère	Anglo- Franco-phones	Femmes	Hommes	Femmes	Anglophones	Francophones	Total
	N.	N.	N.	N.	%	%	%
Affaires des anciens combattants	764	743	1,120	719	1,510	45.0	1,847
Affaires extérieures	1,940	694	1,147	547	2,642	60.8	1,700
Affaires indiennes et du Nord canadien	2,284	393	2,330	416	2,729	49.2	2,823
Agence canadienne de développement international	329	275	205	343	606	52.5	548
Agence d'examen de l'investissement étranger	54	10	48	16	64	50.0	64
Agriculture	5,568	1,550	2,055	609	7,156	72.7	2,691
Approvisionnement et Services	3,063	1,841	3,005	2,142	4,929	48.5	5,240
Archives publiques du Canada	319	143	175	152	462	58.6	327
Bibliothèque nationale du Canada	106	44	224	145	150	28.9	369
Bureau canadien de la sécurité aérienne	60	12	16	14	72	70.6	30
Bureau de la Coordonnatrice, Situation de la femme	0	0	14	19	0	0.0	33
Bureau des relations fédérales-provinciales	19	16	12	19	35	53.0	31
Bureau de services juridiques des pensions	32	10	56	19	42	35.9	75
Bureau du Chef de cabinet du Gouverneur général	14	24	20	35	40	39.6	61
Bureau du Commissaire à la magistrature fédérale	2	4	4	11	6	28.6	15
Bureau du Commissaire aux langues officielles	14	50	19	53	64	47.1	72
Bureau du Conseil privé	82	64	105	95	146	41.7	204
Bureau du Directeur général des élections	8	30	6	21	38	58.5	27
Commissariats à l'information et à la protection de la vie privée	17	7	8	9	24	57.1	18
Commission canadienne des droits de la personne	34	17	56	33	51	36.4	89
Commission canadienne des grâces	533	36	160	12	591	75.8	189
Commission canadienne des pensions	95	25	192	29	121	35.2	223
Commission canadienne des transports	344	120	189	133	464	59.0	322
Commission d'appel de l'immigration	14	8	26	14	22	35.5	40
Commission de la Fonction publique	446	552	526	967	1,000	40.1	1,494
Commission de la réforme du droit du Canada	3	5	11	19	8	21.1	30
Commission des allocations aux anciens combattants	12	2	12	6	14	43.8	18
Commission des relations de travail dans la Fonction publique	36	31	42	40	75	47.5	83
Commission du tarif	13	4	7	5	17	56.7	13
Commission mixte internationale	11	0	9	0	20	52.6	18
Commission nationale des libérations conditionnelles	52	22	111	84	74	27.5	195
Commission sur les pratiques restrictives du commerce	6	1	3	6	7	43.8	9
Restes	16						

Lieu de travail, exigences linguistiques du poste et groupe linguistique
Répartition des employés selon le lieu de travail, les exigences linguistiques du poste et le groupe linguistique.

Lieu de travail	Anglo-phones	Bilingue	Anglais	Franco-phones	Anglais	Franco-phones	Anglais ou Français	Anglo-phones	Franco-phones	Total
Terr-Neuve	37	12	5,364	34	1	0	3	0	5,369	48
Île-du-Prince-Edouard	217	152	1,591	34	0	0	2	0	1,848	187
Nouvelle-Écosse	378	225	12,658	191	1	17	195	71	13,755	510
Nouveau-Brunswick	893	1,487	4,202	299	2	29	275	160	5,468	2,034
Québec (sauf RCN)	1,340	14,085	149	35	258	14,648	69	409	1,851	30,115
Québec (RCN)	4,593	6,166	4,135	358	5	327	722	632	9,532	7,541
Ontario (RCN)	13,525	13,095	17,070	1,487	18	488	5,602	2,532	36,900	17,883
Ontario (sauf RCN)	1,516	1,014	31,665	585	3	49	252	80	34,374	1,773
Manitoba	267	182	8,346	134	0	3	8	1	9,302	329
Saskatchewan	101	42	5,225	37	0	1	5	2	5,755	87
Alberta	156	95	12,291	185	3	4	9	1	12,914	293
Colombie-Britannique	194	77	19,331	145	3	15	24	1	20,454	257
Yukon	2	1	799	15	0	1	0	0	906	18
Territoires du Nord-Ouest	5	29	1,239	40	0	2	0	0	1,439	73
Étranger	106	79	92	5	0	4	986	345	1,196	438
Total	23,377	36,758	124,045	3,584	294	15,588	8,159	4,239	161,158	61,614
										224,026

Exigences linguistiques du poste

Nota:—L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le lieu de travail, les exigences linguistiques du poste ou le groupe linguistique.

—Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.



Principales villes de fonctionnaires, sexe et groupe linguistique

Repartition en nombre et pourcentage des employés selon les principales villes de fonctionnaires, le sexe et le groupe linguistique

Principales villes													
Anglo- Franco-phones		Hommes		Femmes		Anglophones		Francophones		Tot			
St. John's (T.-N.)	2,099	15	982	12	2,120	67.9	1,003	32.1	3,081	99.1	27	0.9	3,116
Halifax (N.-E.)	7,468	187	2,724	107	7,682	72.9	2,849	27.1	10,192	97.2	294	2.8	10,516
Charlottetown (I.-P.-E.)	842	80	593	80	923	57.8	675	42.2	1,435	90.0	160	10.0	1,595
Fredericton (N.-B.)	465	65	282	67	532	60.3	350	39.7	747	85.0	132	15.0	887
Saint John (N.-B.)	575	45	278	24	621	67.1	304	32.9	853	92.5	69	7.5	922
Moncton (N.-B.)	1,311	475	515	411	1,790	65.9	927	34.1	1,826	67.3	886	32.7	2,717
Rimouski (Qué.)	1	153	0	95	154	61.6	96	38.4	1	0.4	248	99.6	25
Chicoutimi (Qué.)	1	280	3	369	283	43.0	375	57.0	4	0.6	649	99.4	65
Québec (Qué.)	193	3,787	64	1,962	3,990	66.0	2,057	34.0	257	4.3	5,749	95.7	6,046
Trois-Rivières (Qué.)	1	126	0	108	127	54.0	108	46.0	1	0.4	234	99.6	23
Sherbrooke (Qué.)	14	319	2	180	334	64.7	182	35.3	16	3.1	499	96.9	51
Montréal (Qué.)	798	9,353	378	6,191	10,193	60.6	6,620	39.4	1,176	7.0	15,544	93.0	16,818
Région de la Capitale nationale	26,970	11,653	19,462	13,771	38,730	53.7	33,359	46.3	46,432	64.6	25,424	35.4	72,008
Cornwall (Ont.)	314	126	129	81	440	67.5	212	32.5	443	68.2	207	31.8	65
Kingston (Ont.)	2,182	81	1,036	61	2,280	67.2	1,113	32.8	3,218	95.8	142	4.2	3,399
Toronto (Ont.)	7,484	187	6,296	199	7,688	54.1	6,520	45.9	13,780	97.3	386	2.7	14,210
Kitchener-Waterloo (Ont.)	419	3	260	6	423	61.2	268	38.8	679	98.7	9	1.3	69
Hamilton (Ont.)	1,045	22	708	23	1,067	59.3	733	40.7	1,753	97.5	45	2.5	1,800
St. Catharines-Niagara (Ont.)	379	11	337	11	390	52.6	352	47.4	716	97.0	22	3.0	74
London (Ont.)	862	13	652	18	877	56.5	676	43.5	1,514	98.0	31	2.0	1,555
Windsor (Ont.)	457	13	449	20	475	49.9	476	50.1	906	96.5	33	3.5	95
Sudbury (Ont.)	317	106	645	185	423	33.8	830	66.2	962	76.8	291	23.2	1,251
Thunder Bay (Ont.)	535	4	294	5	546	63.8	310	36.2	829	98.9	9	1.1	85
Winnipeg (Man.)	3,690	129	3,065	136	3,852	54.4	3,233	45.6	6,755	96.2	265	3.8	7,088
Regina (Sask.)	879	12	870	8	898	50.0	897	50.0	1,749	98.9	20	1.1	1,799
Saskatoon (Sask.)	838	13	658	5	854	56.2	665	43.8	1,996	98.8	18	1.2	1,516
Edmonton (Alta.)	2,760	65	2,418	90	2,841	52.9	2,532	47.1	5,178	97.1	155	2.9	5,373
Calgary (Alta.)	1,437	19	1,206	39	1,461	53.9	1,248	46.1	2,643	97.9	58	2.1	2,705
Vancouver (C.-B.)	4,904	41	4,183	65	4,968	53.8	4,269	46.2	9,087	98.8	106	1.2	9,233
Victoria (C.-B.)	3,593	24	1,221	28	3,625	74.2	1,262	25.8	4,814	98.9	52	1.1	4,887
Frobisher Bay (T.N.-O.)	278	19	23	3	41	59.4	28	40.6	45	67.2	22	32.8	6
Yellowknife (T.N.-O.)	249	11	249	8	294	52.8	263	47.2	527	96.5	19	3.5	55
Whitehorse (Yukon)	279	9	388	7	294	41.8	409	58.2	667	97.7	16	2.3	703
Autres lieux de travail	24,444	6,023	12,768	3,769	30,656	64.6	16,788	35.4	37,212	79.2	9,792	20.8	47,444
Grand total	97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026

Nota: L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne
présentent pas la zone linguistique

Nota:—L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le groupe linguistique.

—Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

1983

		Anglo- Franco-phones		Anglophones		Françophones		Hommes		Femmes		Anglo- Franco-phones		Hommes		Femmes		Total	
terre-Neuve	3,920	32	1,377	19	3,980	73.8	1,413	26.2	5,297	99.0	%	N.	%	N.	1,760	8.4	147	51	1.0
du-Prince-Édouard	1,065	84	535	63	1,156	65.7	604	34.3	1,600	91.6	%	N.	%	N.	1,506	5.3	79	438	25.7
Nouvelle-Écosse	9,951	323	3,597	166	10,322	73.1	3,802	26.9	13,548	96.5	%	N.	%	N.	9,734	3.3	61	1.1	5,912
Québec (sauf RCN)	1,368	18,375	616	11,133	19,891	62.6	11,886	37.4	1,984	74.4	%	N.	%	N.	9,734	3.3	61	1.1	5,912
Québec (RCN)	5,470	3,326	4,117	4,220	8,807	51.3	8,346	48.7	9,587	95.0	%	N.	%	N.	9,734	3.3	61	1.1	5,912
Manitoba (RCN)	21,639	8,399	15,452	9,285	30,165	54.8	24,832	45.2	37,091	67.7	%	N.	%	N.	9,734	3.3	61	1.1	5,912
Manitoba (sauf RCN)	20,044	822	14,252	800	20,988	58.1	15,167	41.9	34,296	95.3	%	N.	%	N.	9,734	3.3	61	1.1	5,912
Ontario (sauf RCN)	5,295	154	3,967	164	5,508	56.6	4,226	43.4	9,262	96.7	%	N.	%	N.	9,734	3.3	61	1.1	5,912
Ontario (RCN)	3,245	31	2,487	30	3,333	56.4	2,579	43.6	5,732	98.9	%	N.	%	N.	9,734	3.3	61	1.1	5,912
Alberta	7,505	127	5,188	144	7,661	58.8	5,367	41.2	12,693	97.9	%	N.	%	N.	9,734	3.3	61	1.1	5,912
Colombie-Britannique	12,533	113	7,512	112	12,724	62.4	7,676	37.6	20,045	98.9	%	N.	%	N.	9,734	3.3	61	1.1	5,912
Yukon	436	9	482	7	447	46.8	508	53.2	918	98.3	%	N.	%	N.	9,734	3.3	61	1.1	5,912
territoires du Nord-Ouest	768	57	641	22	832	55.2	674	44.8	1,409	94.7	%	N.	%	N.	9,734	3.3	61	1.1	5,912
transfert	1,004	319	262	119	1,328	77.7	381	22.3	1,266	74.3	%	N.	%	N.	9,734	3.3	61	1.1	5,912
Total	97,946	33,235	62,305	27,182	131,858	59.4	90,186	40.6	160,251	72.6	%	N.	%	N.	9,734	3.3	61	1.1	5,912

lie-du-Prince-Édouard	1,148	96	700	91	1,246	61.0	796	1,451	73.3	26.7	5,369	99.1	48	0.9	5,440
Nouvelle-Écosse	9,993	335	3,762	175	10,367	72.3	930.0	11,848	90.8	187	9.2	24.38	3.6	14.3	2,042
Nouveau-Brunswick	3,634	1,036	1,834	998	4,695	62.3	2,838	37.7	5,468	72.9	2,034	27.1	7,533	2.4	7,533
Québec (sauf RCN)	1,284	18,587	567	11,528	18,937	62.0	12,232	38.0	1,851	5.8	30,115	94.2	32,189	32.189	32,189
Québec (RCN)	5,445	3,225	4,087	4,316	8,684	50.8	8,414	49.2	7,541	55.8	7,541	44.2	57,098	57,098	57,098
Ontario (RCN)	21,525	8,428	15,375	9,455	30,046	54.6	24,945	45.4	36,900	67.4	17,883	32.6	54,991	54,991	54,991
Ontario (sauf RCN)	19,917	883	14,457	890	20,894	57.5	15,461	42.5	34,374	95.1	1,773	4.9	36,355	36,355	36,355
Manitoba	5,301	156	4,001	173	5,503	56.4	4,250	43.6	9,302	96.6	329	3.4	9,753	9,753	9,753
Saskatchewan	3,248	54	2,507	33	3,336	56.1	2,607	43.9	5,755	98.5	87	1.5	5,943	5,943	5,943
Alberta	7,551	129	5,363	164	7,712	58.1	5,572	41.9	12,914	97.8	293	2.2	13,284	13,284	13,284
Colombie-Britannique	12,686	111	7,768	146	12,846	61.7	7,966	38.3	20,454	98.8	257	1.2	20,812	20,812	20,812
Yukon	424	11	482	7	441	46.4	509	53.6	906	98.1	18	1.9	950	950	950
Territoires du Nord-Ouest	787	51	652	22	848	55.2	689	44.8	1,439	95.2	73	4.8	1,537	1,537	1,537
Étranger	940	315	256	123	1,258	76.8	380	23.2	1,196	73.2	438	26.8	1,638	1,638	1,638
Total	97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026	224,026	224,026

Nota:—L'addition des données ne correspond pas nécessairement à la somme des données précitées, car les données ne correspondent pas au même lieu de travail ou au même groupe linguistique.

—Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

Les 10 principaux ministères et leur effectif

Nombre des employés des dix principaux ministères, et pourcentage par rapport à l'ensemble de la Fonction publique, 1983 and 1984



Ces 10 ministères comptent 165,232 employés ou 73,8 % de la Fonction publique en 1984 alors qu'ils en comptaient 163,608 73,7 % en 1983.



A Cette année, pour la première fois, les données se rapportant au ministère de l'Agriculture comprennent les employés de l'Administration du rétablissement agricole des Prairies; les données de 1983 ont été rajustées en conséquence.

Nombre d'employés selon la modalité d'emploi, 1983 et 1984

Nota:—Les personnes embauchées pour une période de six mois (11,147 en 1983 et 10,596 en 1984) sont exclues des statistiques dont rendent compte les tableaux.

L'addition des données de 1984 ne correspond pas nécessairement au grand total parce que certains documents ne précisent pas la modalité d'emploi.

Répartition, en nombre et pourcentage, des employés selon le groupe d'âge, le sexe et le groupe linguistique, 1984

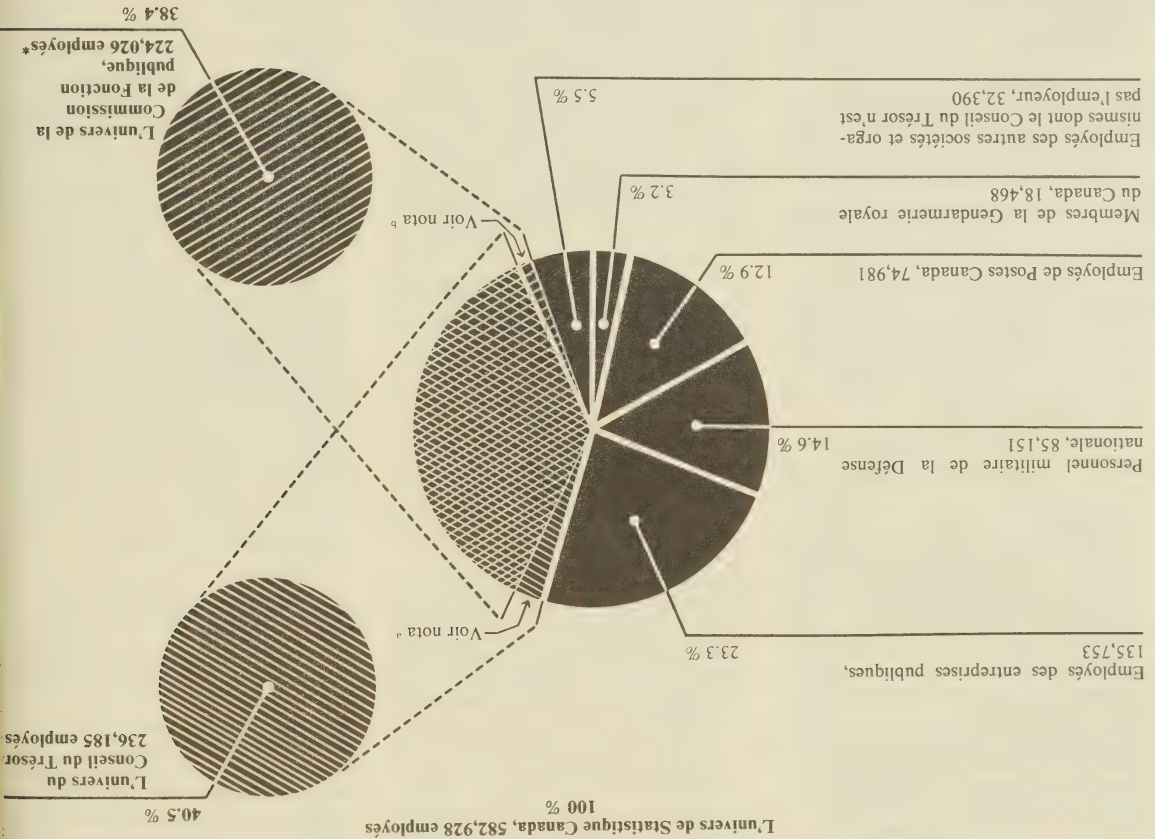
Total	97,917	33,469	63,241	28,145	131,933	58.9	92,093	41.1	161,158	72.3	61,614	27.7	224,026
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Nota:—L'addition des données ne correspond pas nécessairement aux totaux parce que certains documents ne précisent pas le groupe linguistique ou la date de naissance de l'employé.

— Les pourcentages relatifs aux groupes linguistiques ont été établis sur le total des employés dont la première langue officielle est connue.

L'emploi dans l'Administration fédérale, décembre 1984

(Selon Statistique Canada, le Conseil du Trésor du Canada et la Commission de la Fonction publique)



Nota: L'effectif — ou l'univers — sur lequel portent les statistiques de la Commission diffère quelque peu du nombre total d'employés — ou univers — pour qui le Conseil du Trésor fait office d'employeur.

a Font partie de l'univers du Conseil du Trésor et non de celui de la Commission: les employés qui ne sont pas nommés par la Commission: 1,858

b les employés qui sont nommés pour moins de six mois: le nombre de ces derniers oscille entre 19,785 et 10,130 au cours de l'année: 10,596

c Font partie de l'univers de la Commission et non de celui du Conseil du Trésor: les employés de la Commission des relations de travail dans la Fonction publique: 158 les employés du Programme des carrières du Grand Nord: 41

* Ce nombre tient compte d'une rectification de + 96 consécutive à l'utilisation d'un fichier intégré des données (voir la note technique, source des données).

Groupe linguistique

Les statistiques concernant la première langue officielle des employés sont dans la plupart des cas tirées du Système d'information sur les langues officielles décrit ci-après. En l'absence de données dans ce système, on fait appel à d'autres sources afin de réduire le nombre d'inconnues. La catégorie de la gestion fait exception à cette règle puisqu'elle est donnée pour cette catégorie soit tirée exclusivement du Système d'information des ressources de gestion. En 1984, le nombre d'inconnues quant à la langue officielle a été ramené à 1,254 pour l'effectif, à 180 pour les nominations et à 684 pour les cessations d'emploi.

Le système d'information sur les affaires officielles, établi en 1973, comprend des données sur les postes et leurs titulaires pour tous les ministères et organismes dont les employés relèvent directement du Conseil du Trésor.

Rapports entre les données

Le nombre de nominations à la Fonction publique en 1984, ajouté au nombre de déployés en 1983, moins le nombre de cessations d'emploi qui ont eu lieu en 1984, ne correspond pas à l'effectif de 1984. Cette situation s'explique du fait que, depuis 1973, les nominations initiales à la Fonction publique pour une période déterminée de moins de six mois n'ont pas été enregistrées, en tant que nominations, pour des raisons d'ordre pratique. Si ces employés, par la suite, obtiennent une nouvelle nomination et franchissent ainsi le cap des six mois de service, leur nomination est enregistrée à titre de nomination *au sein* de la Fonction publique (nomination d'une personne rattachant déjà partie de la Fonction publique).

mobilité des employés, l'établissement de statistiques sur l'effectif et sur d'autres aspects de la gestion du personnel, ainsi que pour la recherche.

Le système d'information des ressources de gestion a été conçu et élaboré en étroite collaboration avec le Secrétaire du Conseil du Trésor et certains ministres et joue un rôle important dans la gestion de la catégorie de la gestion et de certains groupes administratifs centralement. Il renferme des données sur le personnel cadre de la Fonction publique, sur les administrateurs subalternes, sur le personnel et des finances, sur les personnes de l'extérieur de la Fonction publique qui postulent un emploi de la catégorie ainsi que sur les participants nationaux et du programme Échanges Canada. Les données proviennent de plusieurs sources, dont le Système d'information sur le personnel cadre du Secrétaire du Conseil du Trésor.

Sources des données

Catégorie de la gestion
Les données sur l'effectif de la catégorie de la gestion ont également changé de 1983 à 1984 en raison de l'intégration à la catégorie de postes des niveaux équivalents d'autres catégories.

La Commission a mis en place en 1984 un fichier statistique regroupant les données sur l'effectif, les nominations et les cessations d'emploi. Ce fichier est basé sur divers systèmes d'information décrits plus loin, soit le Système d'information des titulaires, le Système d'information des ressources de gestion, le Système de gestion de l'information sur les nominations et le Système d'information sur les langues officielles. Le fichier statistique appliqué au traitement des données une logique dite de meilleure source, ce qui permet de fournir l'information la plus sûre et la plus exacte possible.

En sont tirées les données de 1984 sur l'effectif, les nominations et les cessations d'emploi, la modalité d'emploi, le lieu de travail et le traitement annuel. Les données sur l'effectif pour 1983 proviennent du Fichier de reportage sur la population du gouvernement du Canada qui est établi à partir des listes de paye du ministère des Approvisionnements et des Services au 31 décembre 1983.

Effectif

Les données sur l'efficacité du fichier statistique de la Commission sont tirées du Système d'information des titulaires pour toutes les catégories professionnelles à l'exception de la catégorie de la gestion pour laquelle le Système d'information des ressources de gestion de la Commission est utilisé.

Le Système d'information des titulaires du ministère des Approvisionnement et Services est une banque de renseignements sur les employés de l'Administration fédérale et est utilisé aux fins du Fichier de reporting; ces renseignements sont utiles pour la planification des ressources humaines, l'étude de la

Les données d'emploi

Les données sur les renvois pour incompétence ou incapacité et sur les révocations de nominations sont tirées des dossiers de la Commission. Les données sur les mises en disponibilité pour la gestion proviennent des dossiers de la Commission, pour les catégories de la Commission, pour les Registres statistiques central sur les priorités de la Commission qui contiennent les données sur les bénéficiaires des priorités statutaires et administratives. Quant aux données statistiques sur les annulations d'emploi, elles proviennent du Système d'information des titulaires.

Nature des renseignements

La présente partie du rapport annuel contient des statistiques détaillées sur les fonctionnaires fédéraux régis par la *Loi sur l'emploi dans la Fonction publique*. Ces statistiques portent sur l'effectif, les nominations, les cessations d'emploi, les appels et la formation linguistique et professionnelle. Les données sont réparties selon la modalité d'emploi, le lieu de travail, le ministère, la catégorie et le groupe professionnels, les exigences linguistiques des postes, l'âge, le sexe, et le groupe linguistique.

Univers de la Commission de la Fonction publique

- personnes nommées par le gouvernement en conseil, comme les sous-secrétaires, les membres de la Gendarmerie royale du Canada et des Forces armées canadiennes;
- employés des sociétés d'État, telles qu'Air Canada et la Société canadienne des Postes, et de certains organismes fédéraux, comme le Conseil national de recherches du Canada.

Elle comprend toutefois le personnel civil du ministère de la Défense nationale et les employés de la Fonction publique qui travaillaient pour la Gendarmerie royale du Canada.

Diverses lois fédérales et les règlements qui en découlent délimitent différents ensembles d'employés de l'Administration fédérale, la *Loi sur les langues officielles*, la *Loi sur la pension de la Fonction publique* et les autres lois sur les pensions, la *Loi sur les relations de travail dans la Fonction publique*, la *Loi sur l'administration financière*, la *Loi sur l'emploi dans la Fonction publique* et la *Loi sur l'emploi dans la Fonction publique* définissent des effectifs ou univers d'employés qui, bien que diffèrents, se chevauchent.

L'univers de la Commission, soit l'effectif régi par la dernière de ces lois, est désigné dans le présent rapport par l'expression Fonction publique (avec la majuscule) pour le distinguer d'autres effectifs de la fonction publique (avec la minuscule) ou de l'Administration fédérale. L'effectif dont il est question dans le présent rapport est conforme aux dispositions du sous-chapitre 045-2 du *Manuel de gestion du personnel* du Conseil du Trésor. Au sens où elle est entendue ici, la Fonction publique exclut les employés suivants:

Dans le rapport de la Commission, les données sur l'effectif de la Fonction publique font état du nombre d'employés en fin d'année. Ces données ne correspondent pas au nombre d'années-personnes dont le Conseil du Trésor fait état dans le *Budget des dépenses*. En effet, une année-personne

Effectif et années-personnes

Les différences entre les effectifs sur lesquels Statistique Canada, le Conseil du Trésor et la Commission publient des rapports, sont présentées au relevé 1. De plus, il convient de signaler que certaines différences entre les données respectives de ces organismes peuvent être attribuables au fait que les données n'ont pas été recueillies au même moment, n'ont pas été extraites à partir des mêmes systèmes de données ou que la population visée n'était pas la même. Par exemple, les données de la Commission — contrairement à celles du Conseil du Trésor et de Statistique Canada — tiennent compte, pour la catégorie de la gestion, des employés en congé sans traitement. Il faut donc faire preuve de prudence lorsque l'on établit des comparaisons entre les statistiques du présent rapport et celles qui proviennent d'autres sources.

Réorganisation

L'adoption du projet de loi C-152 le 7 décembre 1983 a donné lieu au fusionnement des ministères de l'Expansion économique régionale et de l'Industrie et du Commerce en une nouvelle organisation, le ministère de l'Expansion industrielle régionale. Les statistiques du présent rapport tiennent compte de cette réorganisation. En 1984, les départements d'État au Développement économique et au Développement social ont également mis fin à leurs activités. Au 31 décembre 1984, la décision gouvernementale de modifier le rôle et l'appellation de l'Agence d'examen de l'investissement étranger n'avait pas encore été sanctionnée par une loi du Parlement.

Fluctuations de l'effectif

désigne une personne employée pour la durée d'une année complète ou l'équivalent (par exemple, deux personnes pendant six mois). Les années-personnes représentent les ressources humaines allouées aux ministères à chaque année. Quant aux données publiées par la Commission, elles indiquent le nombre d'employés de la Fonction publique à une date précise, soit la dernière journée de l'année civile en question.

*Nous remercions les ministères et organismes suivants
qui nous ont fourni des photos:*

l'Agence canadienne de développement
international,

le ministère de l'Agriculture,
le ministère de la Défense nationale,

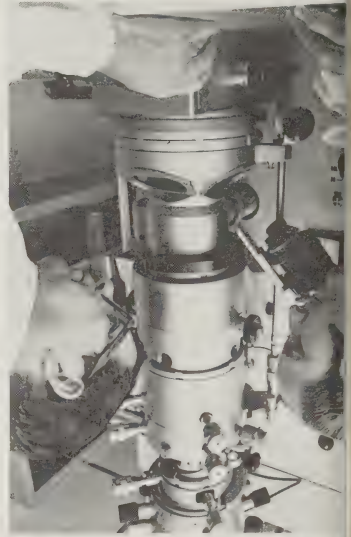
le ministère de l'Emploi et l'Immigration,
le ministère des Pêches et des Océans,

le ministère du Revenu national (Douanes
et Accises),

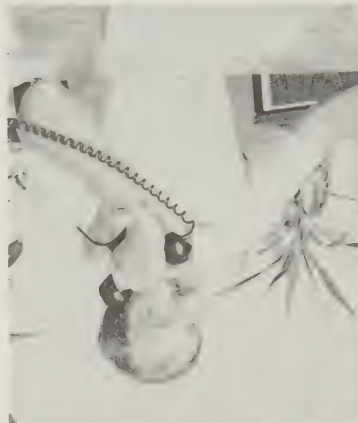
le ministère de la Santé nationale et du
Bien-être social,

le ministère des Transports,
les Musées nationaux du Canada

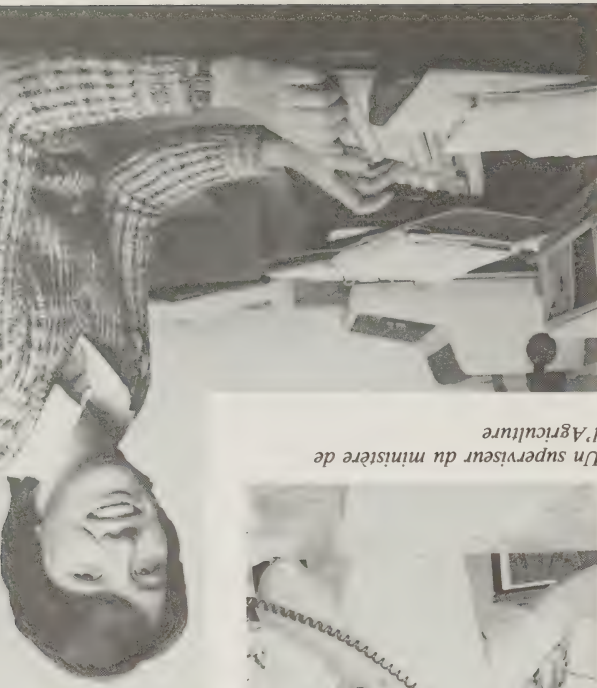
ciences du ministère de la Santé
nationale et du Bien-être social



Un superviseur du ministère de
l'Agriculture



Une vétérinaire du ministère de
l'Agriculture



Une infirmière du ministère de la
Santé nationale et du Bien-être social



Une animatrice et des jeunes visiteurs
des muséobus des Musées nationaux
du Canada



Chefs de section du ministère du
Revenu national (Douanes et Accise)



Opération «soin de santé» au
Sénégal - Agence canadienne de
développement international



Une jardinière au ministère de la
Défense nationale



Affectation des années-personnes et des fonds

2,653 années-personnes Secteur d'activités \$132,895,000

828	Langues officielles	39,830,000
901	Dotation	43,495,000
51	Vérification	2,326,000
94	Appels et enquêtes	4,307,000
579	Administration	26,925,000
200	Formation professionnelle et formation en gestion	16,012,000

Nota: Les fonds alloués à la formation professionnelle et à la formation en gestion comprennent un subside au fonds renouvelable de \$ 2,885,000.

Provenance des années-personnes et des fonds

2,653 années-personnes \$ 132,895,000

2,453	Secrétariat d'Etat: Crédit 35	109,143,000
	Statutaire: contribution aux régimes d'avantages sociaux des employés	10,625,000
200	Fonds renouvelable	13,127,000

Nota: Le montant global alloué au Secrétariat d'Etat en vertu du crédit 35 inclut un subside au fonds renouvelable de \$ 2,885,000 et une affectation spéciale de 10 années-personnes et de \$ 96,000 consentie par le Conseil du Trésor au titre du programme Emploi d'été des étudiants et placement des jeunes.

Années-personnes et fonds reliés aux langues officielles

Affectation des années-personnes et des fonds reliés aux langues officielles, 1984/1985

828 années-personnes \$39,830,000

748	Formation linguistique	36,522,000
64	Programme des langues officielles — tests et normes	2,610,000
16	Programme d'orientation des carrières	698,000

Nota: La réduction de 78 années-personnes en 1983/1984 à 16 années-personnes en 1984/1985 dans le cadre du Programme d'orientation des carrières s'explique de la façon suivante: du 1^{er} avril au 30 septembre 1983, 17 années-personnes ont été transférées à des ministères; et 45 années-personnes ont été éliminées alors qu'on procédait à la suppression du Programme.

L'engagement de la Commission à diminuer ses dépenses se manifeste également dans les opérations du fonds renouvelable du personnel. Entre 1977/1978 et 1980/1981, le fonds a enregistré des déficits oscillant entre 800,000 dollars et deux millions de dollars. Toutefois, depuis 1981/1982, ce fonds a enregistré un excédent variant de 700,000 à 1,7 million de dollars (les années-personnes consacrées à la formation et au perfectionnement ont été réduites de 870 à 200). Ce succès est dû à une nouvelle orientation qui met l'accent sur les priorités, l'élimination du superflu et des activités non lucratives et l'obtention de subventions pour la Commission.

La Commission gère méthodiquement ses ressources et programmes par l'intermédiaire de son système de gestion intégré. De ce système dépend la bonne exécution des mesures requises par le Programme de perfectionnement des pratiques et contrôles de gestion et le Système de gestion des secteurs de dépenses du gouvernement. Il est essentiel de revoir périodiquement la performance opérationnelle et financière pour qu'il était de \$ 1,707,000 en 1983/1984.

Ces examens périodiques ont aidé la Commission à dégager l'évolution de ses plans et de ses activités.

Au cours de l'année, le Comité mixte de consultation s'est réuni deux fois. Ce comité a été mis sur pied afin de permettre aux commissaires, aux représentants des ministères et aux agents négociateurs de la Fonction publique d'examiner des questions d'intérêt commun, de se communiquer des renseignements et d'exposer leurs vues.

Années-personnes

Années-personnes selon l'exercice et les crédits, 1977 à 1985

Exercice	Crédits	Fonds renouvelable	Total	des crédits utilisés	N.	Ecart
1977/1978	3,072	870	3,942	3,762	180	4.6
1978/1979	3,020	472	3,492	3,243	249	7.1
1979/1980	2,492	309	2,801	2,648	153	5.5
1980/1981	2,385	279	2,664	2,484	180	6.8
1981/1982	2,303	267	2,570	2,437	133	5.2
1982/1983	2,371	213	2,584	2,525	59	2.3
1983/1984	2,402	205	2,607	2,497	110	4.2
1984/1985	2,453	200	2,653	2,540	113	4.4

Dépenses

Montant dépensé selon l'exercice et les crédits, 1977 à 1985

Exercice	Crédits ('000)	Utilisation ('000)	Excédent ('000)	%
1977/1978	\$ 87,187	\$ 81,171	\$ 6,016	6.9
1978/1979	92,529	84,521	8,008	8.7
1979/1980	79,588	74,263	5,325	6.7
1980/1981	84,446	81,120	3,326	3.9
1981/1982	94,263	91,970	2,293	2.4
1982/1983	106,665	102,177	4,488	4.2
1983/1984	115,282	107,264	8,018	7.0
1984/1985	119,768	113,815	5,953	5.0

Une gestion rigoureuse des ressources internes

Depenses maintenues en deçà des
niveaux autorisés

En dollars constants, la Commission a réduit ses dépenses de 31 % depuis 1977/1978.

Fonds renouvelable du perfectionnement et de la formation du personnel: excédent prévu de \$ 729,000

Encore une fois en 1984, la Commission de la Fonction publique s'est donnée comme priorité dans le domaine de la gestion interne la restriction de ses dépenses. Au cours des dernières années, la Commission avait maintenu de 1,194 années-personnes, soit 31 %, le nombre d'années-personnes aurait baissé davantage, mais, en 1983, le Conseil du Trésor a confié à la Commission l'exécution de programmes spéciaux pour les groupes sous-représentés (l'action positive et le Programme des carrières du Grand Nord). En effet, 214 années-personnes (et 8,7 millions de dollars) sont consacrées à ces programmes pour 1984/1985.

Cinquante millions de dollars ont été affectés, soit l'équivalent de 42 % du budget de la Commission, pour assurer le respect du principe du mérite confon-
Fonction publique. Le reste a été alloué à des fonctions ou activités déléguées à la Commission par le gouvernement en conseil ou le Conseil du Trésor et à l'employeur dans des domaines à responsabilité partagées par les deux organismes. Les prévisions touchant les responsabilités déléguées (y compris les besoins de trésorerie nets du fonds renouvelable) s'élèvent à 65 millions de dollars, soit 54 % du total pour 1984/1985; en ce qui concerne les responsabilités partagées, les dépenses prévues sont de cinq millions de dollars, soit 4 %.

Depuis 1977/1978, grâce à la mise sur pied de systèmes de contrôle interne et à l'engagement de la gestion envers une utilisation des ressources de la manière la plus efficiente et efficace possible, la Commission a pu maintenir ses dépenses-années et ses dépenses en dessous des niveaux approuvés.

En ce qui concerne les dépenses, le niveau autorisé en dollars courants est passé de 87 millions de dollars en 1977/1978 à 119,8 millions de dollars en 1984/1985, ce qui représente une augmentation de 33 millions de dollars, soit 38 %. Toutefois, si les dépenses courantes étaient exprimées en dollars constants de 1977, ce chiffre serait ramené à 60 millions de dollars, ce qui se traduirait pour cette période par une diminution d'environ 27 millions de dollars, soit 31 % (les facteurs de déflation sont fondés sur les données publiées par Statistique Canada). Les relevés I et J offrent une comparaison entre les niveaux autorisés et l'utilisation réelle des ressources et des dépenses depuis 1977/1978.

formation, et neuf ont été sanctionnés. Les fonctions liées à l'informatique ont fait l'objet d'une analyse rigoureuse dont les résultats aboutiront à la conception de nouveaux cours ou à la refonte des cours existants selon l'approche systémique. L'analyse simplifiée du groupe de la gestion des finances sera complétée en 1985. Finalement, le système même d'évaluation des cours a été passé en revue et sera modifié en profondeur en 1985.

La Commission offre maintenant des conseils gratuits aux gestionnaires et les guide dans le choix des moyens pour répondre à leurs besoins de formation.

Les gestionnaires ont ainsi accès à une banque de plus de 13,000 activités de formation et méthodes d'apprentissage fournies par l'entreprise publique ou privée au Canada.

Des mesures particulières

En réponse aux exigences du programme d'action positive, le cours d'orientation en gestion offert aux cadres de gestion prévoit, chaque fois qu'il est donné, la participation d'au moins trois femmes classées à un niveau inférieur à celui de cadre de gestion. Ainsi, 32 femmes qui ne sont pas encore cadres ont profité de ce cours en 1984. Elles avaient été recommandées par leur sous-chef comme étant des employées très prometteuses.

De plus, la Commission a conçu plusieurs cours dans le domaine de la bureautique. Ces cours, qui seront offerts en 1985, traitent plus particulièrement de l'automatisation des bureaux et du traitement de textes. Ils sont destinés au personnel de soutien.

Grâce à l'achat d'aides techniques, la Commission a pu faciliter l'accès à la formation des personnes handicapées. De plus, en donnant plus de cours en français, elle a favorisé une hausse des inscriptions aux cours donnés dans cette langue.

Cours



Domaines	N.	%	1983			1984		
			N.	%		N.	%	
Orientation en gestion ^a	50	8.7	58		8.5			
Théorie et pratiques de gestion	140	24.4	150		22.1			
Informatique	99	17.2	124		18.2			
Gestion des finances	91	15.8	107		15.7			
Gestion du matériel	18	3.1	24		3.5			
Séminaires	3	0.5	46		6.8			
Gestion du personnel	153	26.6	133		19.6			
Approche systémique à la formation	6	1.1	9		1.3			
Perfectionnement individuel	15	2.6	27		4.0			
Vérification	0	0	2		0.3			
Total	575	100.0	680		100.0			

^a Comprend les cours de gestion du programme Cours et affectations de perfectionnement.

La Commission finance les cours qu'elle offre selon un mode de recouvrement intégral des coûts. En 1983/1984, elle a enregistré un excédent de \$ 1,707,000; elle y est parvenue tout en respectant la limite des 6 et 5%. Les prévisions pour 1984/1985 s'annoncent tout aussi favorables.

Le financement

Achat d'aides techniques pour accroître les chances de formation des personnes handicapées

Lancement de cours en bureautique

Mise sur pied d'une banque de plus de 13.000 activités de formation et méthodes d'apprentissage

En vertu de la Loi sur l'emploi dans la Fonction publique et des responsabilités que lui délègue le Conseil du Trésor, la Commission de la Fonction publique offre aux ministères l'aide et les conseils nécessaires pour leur permettre de donner à leurs employés la formation et le perfectionnement dont ils ont besoin pour remplir leurs fonctions avec efficacité.

En 1984, comme par les années précédentes, la Commission a préparé et donné des cours et des programmes de formation, fourni aux ministères des services de consultation dans le domaine de la formation, effectué, en collaboration avec les ministères, des recherches sur les méthodes d'enseignement et les techniques de formation, et assuré à toute la Fonction publique des services de coordination et d'information relatifs à la formation.

Cours et services

En 1984, 12.851 fonctionnaires fédéraux, dont 5.517 femmes, ont suivi 680 cours. La Commission s'est attachée tout spécialement à donner des cours et des services de qualité supérieure dans les domaines suivants: l'orientation en gestion; l'informatique; la gestion du personnel; des finances et du matériel; les compétences, techniques et pratiques relatives à la gestion; le perfectionnement individuel; et la formation spéciale dont le soutien au programme d'action positive. Le relevé H présente une ventilation par sujet du nombre et du pourcentage de cours donnés.

En 1984, la Commission a donné 56 cours à 1.253 fonctionnaires (y compris 268 femmes) dans le cadre de son programme d'orientation en gestion. La Commission est seule habilitée à donner ces cours d'orientation aux membres de la catégorie de la gestion et aux fonctionnaires de niveaux équivalents. Elle offre aussi des cours aux superviseurs et aux gestionnaires intermédiaires des ministères qui n'en dispensent pas eux-mêmes. Les participants se

Qualité des services

Les efforts de la Commission pour améliorer la qualité de ses cours se sont traduits ces dernières années par l'élaboration d'une approche systématique à la formation et son application à ses cours. L'approche systématique à la formation est un cadre de gestion permettant de grouper et de présenter dans l'ordre, les différentes étapes de la formation, soit la recherche, l'élaboration, la prestation, l'évaluation et la prise de décision. Selon cette approche, les cours doivent répondre aux besoins et attentes des fonctionnaires et des professionnels des fonctionnaires et déboucher sur une amélioration de leur rendement. Les cours sont évalués et sanctionnés, de manière qu'ils respectent ces exigences.

En 1984, 20 cours ont été conçus ou modifiés en fonction de l'approche systématique et de nouveaux besoins de

- 173 (95 femmes) au cours pour les superviseurs;
- 386 (88 femmes) au cours pour les gestionnaires intermédiaires;
- 363 (65 femmes) au cours pour les cadres de gestion;
- 295 (18 femmes) au cours pour les cadres de direction qui ne sont pas sous-ministres adjoints;
- 36 (2 femmes) au cours pour les cadres de direction adjoints;
- 173 (95 femmes) au cours pour les sous-ministres adjoints.

En outre, à la demande de certains ministères, la Commission a fourni 729 jours en services de consultation. À cet égard, elle a donné 201 cours adaptés à leurs besoins spéciaux. Ces cours ont été suivis par 1.130 employés.

Travailler dans sa langue

seconde

La langue de travail a pris, en 1984, une importance accrue dans la formation linguistique. Consciente des besoins des ministères, la Commission a continué à intégrer à ses cours des modules orientés vers la langue de travail, tout en maintenant ses cours de formation de base ainsi que tous les autres cours prévus au programme. En réponse aux demandes des ministères, elle a mis sur pied plusieurs nouveaux cours dont les modalités, dans certains cas, différaient de celles proposées habituellement. Mentionnons ici, à titre d'exemple, le cours pour le Bureau du Contrôleur général qui a permis aux étudiants de cet organisme d'atteindre le niveau de bilinguisme requis pour leurs postes, en deçà des heures prévues normalement, tout en accomplissant leurs principales tâches. Ces étudiants ont toutefois bénéficié d'un environnement propice à l'utilisation de la langue seconde dans leur milieu de travail tout au long de leur apprentissage.

En collaboration avec les ministères concernés, la Commission a aussi préparé des cours destinés à des groupes particuliers. De cette action concertée sont nés le cours *Francomer*, à l'usage exclusif de la Garde côtière du ministère des Transports, ainsi que le *Programme de formation linguistique en cours d'emploi à la Gendarmerie royale du Canada*. De ce dernier a été tiré le programme *Français pour ici* qui met l'accent sur le français parlé au Canada.

La Commission a reçu plusieurs demandes de cours spéciaux, surtout de ministères qui cherchaient des cours axés sur leurs besoins spécifiques.

La demande de cours varie

Depuis 1983, la demande de cours intensifs et continus a baissé. Cela est dû, en partie, à la diminution de la dotation en général, de la dotation non impérative en particulier et du fait que de plus en plus de candidats reçus pos-sèdent déjà le bilinguisme requis.

En revanche, la demande d'autres modalités de cours, même pour ceux qui se donnent en dehors des heures de travail, s'est accrue. La Commission a fait preuve de souplesse pour satisfaire à cette nouvelle demande.

Les inscriptions

En 1984, le nombre des inscriptions d'étudiants aux cours intensifs et continus a baissé par rapport à l'année précédente: il est tombé de 3,229 à 2,690. Par contre, les inscriptions aux autres cours, ceux dont les modalités sont plus souples, ont grimpé de 8,978 à 9,977. Le Programme supérieur de formation linguistique a accueilli 42 étudiants. Ce programme permet aux participants d'étudier sous la direction d'un tuteur et de bénéficier d'affectations de travail dans la langue qu'ils veulent maîtriser.

Contribution des ministères

Au cours des 20 dernières années, la Commission a aidé étudiants et ministères à préciser leurs besoins et à découvrir les moyens de les satisfaire. Tout indique que les ministères prennent une part de plus en plus active dans la formation linguistique de leurs employés et cherchent à leur fournir plus d'occasions d'utiliser leur langue seconde au travail.

Importance accrue de la langue de travail dans la formation linguistique

Nouveaux cours axés sur les besoins des ministères

Cours intensifs et continus: baisse des inscriptions de 3,229 à 2,690

Augmentation de la demande pour des cours spéciaux et plus flexibles

En janvier 1964, la Commission du Service civil donnait ses tout premiers cours structurés de langue seconde destinés aux fonctionnaires. Elle appliquait ainsi une recommandation pré-sentée à la Commission royale d'enquête sur l'organisation du gouvernement (commission Glasco) par le Comité des fonctionnaires supérieurs d'alors.

En 20 ans, les modalités et les méthodes d'enseignement des langues ont été modifiées en fonction des besoins de l'Administration fédérale. La Commission de la Fonction publique, nom qu'a pris en 1967 la Commission du Service civil, est fière de la contribution qu'elle a apportée, par l'entremise de ses services de formation linguistique, à l'application du bilinguisme dans la Fonction publique.

Des cours selon les besoins des étudiants

Au départ, la Commission offrait des cours de durées diverses, selon la disponibilité des étudiants. Bien vite, elle passa aux cours cycliques. En plus de donner de meilleurs résultats, cette formule semblait convenir davantage aux ministères. Les étudiants de cette époque s'inscrivaient aux cours de façon volontaire. En 1973, une résolution adoptée par le Parlement précisait les mesures que devrait prendre la Fonction publique pour que les Canadiens puissent obtenir des services en français ou en anglais et reconnaissait que les fonctionnaires fédéraux devraient pouvoir travailler dans leur première langue officielle. Après que l'employeur eut identifié les postes bilingues à la Fonction publique, la Commission organisa des cours intensifs et continus destinés aux fonctionnaires dont le poste était déclaré bilingue. L'étude de la langue seconde était devenue une priorité.

Au cours des années, nous avons aussi assisté à la mise sur pied ou au développement de services linguistiques spécialisés dans les domaines suivants: orientation des candidats à la formation linguistique; information et consultation; élaboration de programmes, de méthodes et d'instruments de mesures et d'évaluation; et production et distribution de matériel didactique. La formation linguistique s'en est trouvée renforcée d'autant.

Pour mieux apprendre

En 1971, *Dialogue Canada*, une méthode audio-visuelle élaborée par la Commission, voyait le jour. Son contenu canadien reflétait en partie le milieu de travail. Depuis, *Dialogue Canada* a subi de fréquentes modifications pour mieux tenir compte des exigences linguistiques du travail du fonctionnaire.

En 1977, la réalisation des objectifs gouvernementaux en matière de langues officielles devenait la responsabilité première des ministères. La Commission dut alors intensifier ses programmes de formation linguistique dans les ministères, en plus d'accorder à ceux-ci l'aide technique et spécialisée dont ils avaient besoin.

Enquêtes

En 1984, la Commission a reçu 282 plaintes pour discrimination contre 385 en 1983. La fluctuation du nombre de plaintes n'est pas inhabituelle et se produit chaque année depuis 1972 quand la Commission a entrepris d'enquêter sur les plaintes de discrimination au sein de la Fonction publique. Cette année, la Commission a instruit 745 dossiers contre 657 l'an dernier, soit une augmentation de 13,4 %. Sur 96,6 % de plus par rapport aux 232 dossiers classés en 1983. Le nombre de dossiers des années précédentes reportés à l'année suivante est tombé de 463 à la fin de 1983 à 289 à la fin de 1984, soit une diminution de 37,6 %.

Sur les 282 plaintes reçues en 1984, 121 tombaient sous la responsabilité d'un boursier, 93 pour irrégularité en matière de dotation et 68 pour discrimination. Pour ces dernières, le motif de discrimination allégué était, par ordre décroissant, la race, la couleur et l'origine nationale, dans 10 % des cas ; l'âge, dans 5 % des cas ; le sexe, dans 4 % des cas ; et la déficience, dans 2 % des cas.

En 1984, la Commission a reçu 860 plaintes pour d'autres motifs, dont 416 ont donné lieu à une enquête; les 444 restantes ont été soit retirées par suite de l'aide et des conseils donnés, soit renvoyées à d'autres organismes parce que la Commission n'avait pas la compétence pour instruire ces plaintes. La Commission a fermé 514 dossiers d'enquête au cours de l'année, soit une augmentation de 25,1 % par rapport à 1983. En 1984, 22 % des plaintes instruites étaient fondées, 63 % ne l'étaient pas et 15 % ont été réglées autrement. Depuis 1977, la proportion des plaintes jugées fondées après enquête s'est maintenue à une sur cinq environ.

Voici un échantillon des plaintes reçues et un aperçu de la manière dont elles ont été réglées.

La Cour juge que l'article 13 de la *Loi* autorise la détermination d'une telle zone de concours. Cette détermination n'établit pas entre les personnes une distinction fondée principalement sur la province de résidence actuelle ou antérieure. La *Loi* a une application générale, au sens de la *Charte*, en Colombie-Britannique, comme dans toute la province ou dans les territoires. Le droit invoqué par l'appelant en vertu de la *Charte* est assujéti à la *Loi*.

Lepage c. le ministère des Affaires
extérieures (A-913-83)

Cette cause est importante, car elle concerne la pratique du ministère des à ce tribunal, mais au comité d'appel de se prononcer sur l'issue de l'appel.

(Taback (82-21-TAX-79)

Vorlas c. le ministre des Affaires
extérieures (A-1196-83)

Les faits dans cette cause sont analysés à ceux du jugement *LePage*. Le comté d'appel juge par ailleurs que, même s'il y a eu violation du Règlement sur l'emploi dans la fonction publique parce qu'aucun énoncé de qualifications n'a été fourni au public, la preuve présentée n'indique pas que, dans cette violation, les résultats du concours auraient vraisemblablement pu être différents. La Cour n'a rien trouvé à redire à cette conclusion.

Un seul de cinq candidats a réussi à l'examen des connaissances visant à doter un poste d'inspecteur des douanes. Le comité d'appel établit que tous les candidats ont d'abord obtenu un point pour chaque bonne réponse donnée et qu'ils ont tous, en fait, réussi à l'examen. Il constate en outre que le comité de sélection a ultérieurement changé les points attribués aux réponses bien que, de toute évidence, la différence entre les notes n'était pas justifiée. Il conclut que les changements apportés subséquemment aux points attribués constituent une irrégularité si patente qu'elle remet en question la validité non seulement du concours qui fait l'objet de l'appel mais aussi de 21 autres concours restreints tenus à la même époque. L'appel est accueilli.

Case (84-31-AGR-2R)

C'est la première fois qu'un comité d'appel rejette deux objections différentes présentées par les deux parties adverses concernant sa compétence pour entendre l'appel d'un renvoi.

La première objection, soulevée par le représentant du ministère, soutient que l'appelante a interjeté appel après l'expiration du délai de 14 jours. La seconde objection, soulevée par le représentant de l'appelante, soutient qu'un grief ayant été déposé à l'égard de la mesure prise par le ministère qui était de nature strictement disciplinaire, l'affaire relève de la compétence exclusive d'un arbitre.

Le comité d'appel rejette l'objection du ministère au motif que l'avis donné à l'appelante était sans effet parce qu'il avait été envoyé par courrier recommandé. Toutefois, le ministère avait corrigé la situation en faisant remettre en personne à l'appelante un avis de la recommandation de renvoi et l'appelante avait par la suite interjeté appel dans le délai prescrit de 14 jours.

Le comité d'appel rejette aussi l'objection de l'appelante au motif que rien ne prouve qu'un arbitre est déjà saisi de l'affaire, ce qui aurait pu pousser le comité d'appel à appliquer le principe de la courtoisie entre les tribunaux et à attendre la décision de l'arbitre. Il juge, même si c'était le cas, le principe de courtoisie ne peut prévaloir sur le principe selon lequel le comité d'appel doit statuer sur sa propre compétence.

Cette décision est aussi intéressante parce qu'elle pose comme principe qu'une personne peut être incapable d'exécuter les fonctions d'un poste pour des raisons de santé même si sa maladie ne peut être déterminée. Elle dispose également que pour défendre une recommandation de renvoi, le sous-chef doit produire au comité d'appel une preuve *prima facie*, c'est-à-dire tendant à établir une présomption selon laquelle la recommandation est justifiée.

La recommandation a été maintenue par le comité d'appel.

Ryder et Viguers (84-21-EIC-33)

Les appelants ont demandé au comité d'appel de déterminer sa compétence pour examiner la façon dont le ministère a exercé ses pouvoirs de gestion. Le comité d'appel constate que le jugement *Ricketts* de la Cour d'appel fédérale ne semble pas limiter les pouvoirs de la direction d'établir les exigences d'un poste. Toutefois, dans l'affaire *Bambrough*, cette même cour a exprimé l'avis que ces exigences doivent néanmoins être raisonnables.

Sa Majesté la Reine c. Noreau et al.

(A-1347-83)

Cette cause établit clairement que lorsqu'une nomination est faite sans concours, il n'existe aucun droit d'appel, à moins que la Commission de la Fonction publique n'exprime d'abord l'avis que les chances d'avancement de la personne ont été amoindries du fait de la nomination en question.

Guy c. un comité d'appel de la Commission de la Fonction publique

(A-789-83)

La Cour d'appel fédérale entérine la décision par laquelle le comité d'appel a débouté un appelant qui contestait la validité d'une disposition du *Décret d'exclusion sur les langues officielles*. Le comité d'appel a conclu que le *Décret* a été pris en vertu de l'article 39 de la *Loi sur l'emploi dans la Fonction publique* et qu'il entraînait manifestement dans le cadre des compétences de la Commission de la Fonction publique.

libertés.

L'appelant soutient que la limitation de l'admissibilité au concours aux seuls employés de la région du Pacifique et de l'Institut de formation de Transports Canada à Cornwall l'a privé du droit de gagner sa vie en Colombie-Britannique dans un poste mieux rémunéré.

Fusion de services pour former une unité d'enquêtes plus efficiente

Mise au point d'une méthode pour régler les appels plus rapidement. Son application à grande échelle est prévue.

Le nombre d'appels a augmenté de 2,6 %, alors que le nombre de méthodes de sélection ouvrant droit à un appel a baissé de 1,7 %. Le nombre de décisions rendues par les comités d'appel a augmenté de 12,0 %.

En 1984, la Commission de la Fonction publique a continué de mettre l'accent sur les voies de recours dans la Fonction publique.

Afin d'offrir un meilleur service en ce qui concerne les plaintes et les appels, la Commission a fusionné ses services de l'antidiscrimination et des enquêtes pour former une unité d'administration et d'enquête plus efficiente. Elle a aussi décidé de traiter certaines plaintes à l'aide d'une méthode accélérée en réunissant le plaignant, le ministère en cause et le syndicat pour essayer de résoudre les plaintes sans procéder à une longue enquête officielle. Les résultats de ces essais se sont révélés encourageants et la Commission envisage d'utiliser davantage ce procédé.

En ce qui concerne les appels, la Commission a encouragé l'application de la procédure de «divuligation des renseignements» qui consiste pour un ministre à communiquer à l'appelant et au syndicat tous les renseignements concernant le processus de sélection avant la tenue d'une audience officielle. Cette procédure permet de limiter les possibilités de conflit et de réduire d'environ 20 % le temps nécessaire pour entendre l'appel et en arriver à une décision. Dans certains cas, elle a même éliminé la nécessité d'avoir une audience publique. Ses répercussions seront évaluées en 1985.

Appels

La Commission mettra aussi l'accent sur la formation et la prévention pour faire assumer par les ministères la responsabilité de régler en première ligne les cas de recours.

Le nombre d'appels est passé de 2,400 en 1983 à 2,463 en 1984, alors que le nombre de méthodes de sélection ouvrant droit à un appel baissait de 15,275 à 15,012. En 1984, 1,484 méthodes ou 9,9 % ont donné lieu à des appels. Même si le nombre de méthodes de sélection ouvrant droit à un appel a diminué de 1,7 %, le nombre d'appels interjetés a augmenté de 2,6 %. Tout porte à croire qu'en raison des possibilités réduites d'avancement, les employés sont davantage disposés à contester les sélections faites ou proposées.

Des 2,463 appels interjetés en 1984, 2,379 l'ont été à l'égard de méthodes de sélection en vertu de l'article 21 de la Loi sur l'emploi dans la Fonction publique et 84, au sujet de recommandations de renvoi ou de rétrogradation en application de l'article 31.

Le nombre de décisions rendues par les comités d'appel cette année a augmenté de 12,0 %. Il est passé de 1,030 en 1983 à 1,154 en 1984. De ce nombre, 832 décisions, soit 72,1 %, ont été rendues dans les 10 jours ouvrables qui ont suivi l'audition de l'appel. Les décisions des comités d'appel peuvent porter sur plus d'un appel ou plus d'une méthode de sélection.

Voici des exemples de décisions rendues en 1984 par des comités d'appel ou des instances supérieures.

Huckins (83-21-CAE-51)

Cette décision démontre comment une irrégularité commise par un comité de sélection peut toucher non seulement l'appelant mais aussi d'autres candidats qui ont participé à un certain nombre de concours tenus en même temps.

Le personnel d'agences

L'étude sur le recours aux agences de personnel temporaire avait un double but: examiner les pratiques des ministres dans ce domaine et déterminer le nombre d'emplois de ces agences qui obtenaient par la suite un emploi à la Fonction publique.

Programme d'emplois d'été axés sur la carrière

En décembre 1983, la Commission a délégué à Emploi et Immigration Canada le pouvoir de recruter et de présenter des étudiants de niveau post-secondaire dans le cadre du Programme d'emplois d'été axés sur la carrière. Afin d'évaluer la façon dont le ministère exerçait ces pouvoirs, une vérification spéciale a été effectuée à l'administration centrale et dans les bureaux régionaux des ministères participants, ainsi qu'au sein des services de l'administration centrale et dans les programmes d'emplois d'été axés sur la carrière.

Comité consultatif de la délégation

En 1984, le Comité consultatif de la délégation a examiné les pouvoirs de délégation délégués à huit ministères. Pour aider la Commission à prendre les décisions nécessaires, le Comité a puisé ses renseignements dans les documents faisant état du rendement du ministère, y compris les rapports de vérification et d'examen du personnel.

Vérifications intégrées

Depuis la conclusion en juin 1982 des ententes avec le Conseil du Trésor, la Commission a procédé à 10 vérifications du personnel. La Commission tient compte des exigences auxquelles sont soumis les sous-chefs lorsque leur ministère fait l'objet de plusieurs vérifications. L'examen des liens qui existent de la gestion du personnel a permis à la Commission d'avoir une idée plus complète des pratiques de gestion dans les ministères. Les rapports de vérification ont pour but d'informer les sous-chefs de l'état de la gestion du personnel dans leur ministère.

La Commission a entrepris d'étendre la portée de ses vérifications à l'examen des questions relatives à la dotation dans l'ensemble de la Fonction publique, par exemple la qualité des décisions dans ce domaine. Elle est aussi en train de parfaire et de raffiner ses méthodes de vérification, et d'élargir le champ des vérifications intégrées pour englober la gestion de la formation.

situation.

La vérification a révélé que les facteurs suivants avaient contribué à une utilisation raisonnable et appropriée d'agences de personnel temporaire: un énoncé de principe clair et complet du ministère qui précise les rôles et responsabilités de chacun; la diffusion de cet énoncé par le sous-chef aux gestionnaires et aux agents de personnel; la surveillance directe par les services du personnel du recours aux agences. Lorsqu'elle remarquait que les communications ou les contrôles n'étaient pas adéquats, la Commission conseillait au sous-chef en question de remédier à la

- réévaluer le nombre, la qualité et la formation de l'effectif régional;
- organiser des séances d'information à l'intention des ministères;
- aider les ministères à engager plus de membres des groupes sous-représentés en faisant la promotion du Programme auprès de cette clientèle;
- adopter des mesures qui favorisent un service de présentation uniforme, efficace.

et Immigration:

suivantes soient apportées par Emploi

La Commission a conclu que le Programme est assez bien administré, mais

a recommandé que les améliorations

suivantes soient apportées par Emploi

et Immigration:

La Commission a conclu que le Pro-

gramme est assez bien administré, mais

a recommandé que les améliorations

suivantes soient apportées par Emploi

et Immigration:

Le Programme d'emplois d'été axés sur la carrière est assez bien géré mais son marketing doit être mieux fait.

*Pas d'abus dans le cas du recours
au personnel d'agences*

Révision du rôle du Comité consultatif de la délégation

Alin de s'assurer que les principes et méthodes de dotation dans la Fonction publique donnent les résultats voulus et que les pouvoirs de dotation délégués sont exercés correctement, la Commission procède à des vérifications et examens de la dotation faite par les ministères. En outre, elle vérifie au nom du Conseil du Trésor d'autres aspects de la répartition du personnel, à savoir la classification, la rémunération, les relations de travail, les langues officielles et l'action positive.

Reaction positive.

En 1984, il y a eu deux vérifications portant seulement sur la dotation et celui portant sur la gestion du personnel. Des suivis ou postvérifications ont été effectués dans huit ministères. De plus, la Commission a effectué deux vérifications spéciales: l'une sur le recours aux agences de personnel temporaire et l'autre sur le Programme d'emplois d'été axés sur la carrière. Le Comité consultatif de la délégation s'est réuni huit fois.

s'est réuni huit fois.

Les résultats des vérifications de 1984 confirment que les ministères visés réussissent à bien informer leurs gestionnaires de leurs responsabilités en matière de gestion des ressources humaines. Certains ministères avaient particulièrement bien réussi à fournir à leurs gestionnaires les services voulus en matière de personnel. Voici des exemples de ce qui s'est fait de mieux à cet égard:

cet égard :

- Un ministère a établi des comités de gestion des ressources humaines. Ainsi, gestionnaires du personnel et cadres axiaux font équipe pour intégrer les opérations et la planification.

planification.

- Grâce à l'établissement d'un centre d'information où les employés peuvent se renseigner sur la dotation, la formation, les langues officielles et les politiques ministérielles, un ministère a réussi à créer un climat de franchise qui a contribué à rehausser la présence, la crédibilité et la qualité de ses services du personnel.
- Dans un autre ministère, le nombre de membres des groupes sous-représentés s'est accru de façon marquée grâce à l'intégration des objectifs concernant leur représentation à la planification des ressources humaines. Cela n'aurait pas été possible sans l'engagement ferme des gestionnaires de tous les niveaux.
 - Un ministère a établi un répertoire de candidats admissibles pour doter les postes ayant le plus haut taux de roulement, réduisant ainsi les délais de dotation.
- Les vérifications ont aussi permis de constater des points faibles auxquels il faut remédier. Par exemple:
- le processus d'approbation des marchés de services personnels devra être modifié pour éviter que s'ensuivent des relations employeur-employé;
 - la façon d'établir des directives et des règles en matière de personnel doit tenir compte à la fois des exigences du service et des politiques des organismes centraux, pour que les directives et règles soient efficaces et efficaces;
 - les mesures pour accroître la présence des groupes sous-représentés doivent faire partie de la planification des ressources humaines des ministères;
 - la planification des ressources humaines doit être intégrée à la planification opérationnelle et refléter les objectifs ministériels pour que les services du personnel puissent aller au devant des besoins des gestionnaires en matière de dotation.

Exclusions particulières



Numéro du décret
du Conseil privé

Titre	Nom	Durée du décret
520*	Jules Roger Michel	1984-02-16
580	Frederick R. Drumme	1984-02-20/ 1985-02-20
1295	Jean Edmonds	1984-05-01/ 1985-05-01
1406	Bernard Drabble	1984-04-21/ 1985-04-21
1408	Bruce Rawson	1984-04-30/ 1985-04-30
2159*	Paul H. Alfer	1984-06-21
2224	Jaffray Wilkins	1984-07-01/ 1985-07-01
2226	Maureen Law	1984-08-01/ 1985-08-01
2228	Patrick Reid	1984-05-02/ 1985-05-02
2449	Arthur Kroeger	1984-07-04/ 1985-07-04
2451	Gordon Smith	1984-07-04/ 1985-07-04
2453	Jean Edmonds	1984-07-04/ 1985-07-04
2691*	Jean Edmonds	1984-07-04/ 1985-07-04
3039*	Gordon Smith	1984-07-04/ 1985-07-04
3041*	Arthur Kroeger	1984-07-04/ 1985-07-04
3315	Paul Labbé	1984-08-08/ 1985-08-08
3532*	George W. Kennedy	1984-11-01

Agent supérieur de formation au ministère
des Travaux publics

Directeur de l'Office pour un renouveau
industriel

Cabinet
Conseiller spécial auprès du secrétaire du

Secrétaire associé du Cabinet et sous-
greffier du Conseil privé

Sous-ministre associé de l'Expansion
industrielle régionale

Conseiller spécial auprès du sous-minis-
tre de l'Expansion industrielle régionale

Secrétaire associé du Cabinet et sous-
greffier du Conseil privé

Cabinet
Conseiller spécial auprès du secrétaire du

Commissaire général d'Expo '86
Sous-ministre associée de la Santé natio-
nale et du Bien-être social

Sous-ministre associé des Transports
Revenu national

Agent de commerce au ministère du
développement économique

Sous-ministre associé des Finances
au Développement économique et régional

Secrétaire associée du département d'Etat
des Affaires indiennes et du Nord canadien

Sous-ministre associée des Affaires indien-
nes et du Nord canadien

Commissaire de cuisine au ministère de la
Défense nationale

Titre

* Décret pris à titre de mesure corrective à la suite d'une erreur administrative et permettant à la Commission de la Fonction publique de nommer l'employé sans concours et sans droit d'appel.
* Remplace le décret n° 2453.
* Modifie le décret n° 2451.
* Modifie le décret n° 2449.

niveau inférieur. En vigueur du 17 mai 1984 au 30 avril 1986, ce décret permet d'utiliser, à titre d'essai, l'ancienneté pour choisir les contrôleurs qui seront formés en vue d'une nomination.

Décret du Conseil privé n° 2158, en vigueur à compter du 21 juin 1984

La Commission a exclu de l'application de l'alinéa 21 b) de la Loi certaines personnes qui auraient normalement le droit d'en appeler de la nomination des personnes, employées dans le sous-groupe des agents de correction du groupe des services correctionnels, qui sont nommés sans concours à des postes dans des établissements à sécurité moyenne ou maximum à un niveau plus élevé ou moins élevé que le poste qu'elles occupaient précédemment. Ce décret, qui prendra fin le 31 octobre 1986, facilite le transfert des agents de correction entre deux genres différents d'établissements, lorsque les nécessités du service ou l'efficacité de la gestion du personnel dans le système correctionnel l'exigent.

Décret du Conseil privé n° 2288, en vigueur à compter du 28 juin 1984

La Commission a exclu de l'application des articles 10 et 11 et des paragraphes 12(1) et 12(2) les postes créés dans le cadre du Programme national de perfectionnement des autochtones, de l'application des articles 20, 27, 28 et 31 les personnes nommées à ces postes et de l'application de l'article 21 de la Loi relatif aux appels les personnes qui auraient normalement un droit d'appel. Ce décret facilite la nomination d'autochtones, entre le 1^{er} juillet 1984 et le 31 mars 1988, à des postes de perfectionnement dans le cadre du Programme national de perfectionnement des autochtones.

Décret du Conseil privé n° 4095, en vigueur à compter du 20 décembre 1984

La Commission a exclu de l'application du paragraphe 12(2) de la Loi, relatif à la distinction injuste fondée sur le sexe, et pour une période de trois ans, 94 postes du groupe d'équipage de navires et du sous-groupe des officiers de navire — navigation maritime (formations). Ce décret permet de nommer des femmes à des postes de ces groupes ou sous-groupes, dans le cadre d'un programme spécial visant à diminuer les désavantages qu'elles subissent quant à leur emploi sur certains navires exploités par le ministère des Pêches et des Océans.

Exclusions particulières

La Commission a de plus soustrait 13 personnes (voir relevé G) aux dispositions de la Loi afin qu'elles soient nommées à des postes de la Fonction publique pour une durée limitée, telle qu'indiquée au décret d'exclusion pertinent. Un décret d'exclusion est abrogé automatiquement à la suite de la nomination de l'intéressé à un autre poste, qu'il relève ou non de la Loi.

Congés autorisés aux fins d'activités politiques

En vertu des dispositions de l'article 32 de la Loi, tout fonctionnaire désireux de se porter candidat à des élections fédérales, provinciales ou territoriales doit présenter à la Commission une demande de congé sans traitement. Ayant sollicité l'avis du sous-chef, la Commission accordera le congé «... si elle est d'avis que, par rapport à la Fonction publique, l'efficacité de l'employé, dans le poste qu'il occupe alors, n'aura pas à souffrir du fait qu'il aura été candidat à une élection...»

En 1984, la Commission a été saisie de 15 demandes, toutes de fonctionnaires désireux de se porter candidats aux élections fédérales. Sauf deux, toutes ces demandes ont été agréées.

- Des demandes agréées, deux venaient du ministère de l'Énergie, des Mines et des Ressources et une demande, de chacun des ministères suivants:
- Affaires extérieures,
 - Affaires indiennes et du Nord canadien,
 - Agriculture,
 - Approvisionnements et Services,
 - Archives publiques,
 - Défense nationale,
 - Département des Assurances,
 - Emploi et Immigration,
 - Justice,
 - Revenu national (Douanes et Accise),
 - Transports.

Révocations de nominations

La Loi prévoit la révocation de nominations dans trois circonstances :

- en vertu de l'article 6, lorsque la nomination est faite conformément à une délégation de pouvoirs et que la Commission estime que la personne nommée ne possède pas les qualités requises pour exercer les fonctions du poste ou lorsque la nomination contrevient aux conditions visées par la délégation.

Cependant, la Commission ne peut révoquer une nomination faite au sein de la Fonction publique que sur la recommandation à cet effet d'un comité qu'elle a mis sur pied pour enquêter sur la nomination;

- en vertu de l'article 21, lorsqu'un appel interjeté au sujet d'une nomination est accueilli;
- en vertu de l'article 41, lorsqu'il ressort d'une enquête qu'un fonctionnaire a été mêlé à des pratiques frauduleuses.

En 1984, 19 nominations ont été révoquées dont deux en vertu de l'article 6, 16 en vertu de l'article 21 et une en vertu de l'article 41.

• Appliquer les politiques ministérielles et l'accord spécifiques ci-dessous, lesquels peuvent s'écarter des politiques et lignes directrices de la Commission concernant la dotation dans la Fonction publique;

— prévisions à court terme des vacances de poste et de leurs aspirants confirmés

— nominations à la suite d'une reclassement

— nominations sans concours en application de l'article 5c(v) du *Règlement sur l'emploi dans la Fonction publique*

accord entre la Commission et le ministère concernant le recrutement externe

• Appliquer aux avis de concours des périodes souples à l'intérieur des limites normales spécifiées

• Avoir un accès direct au fichier informatisé du Système d'autorisation en matière de priorité de la Commission afin d'identifier les bénéficiaires de priorité en matière de dotation, lorsque ce sera techniquement faisable

• Utiliser d'autres méthodes de sélection et d'examen que celles prescrites dans les normes de sélection à condition d'obtenir la collaboration et l'approbation du Centre de psychologie du personnel de la Commission et de respecter les conditions minimales de candidature prévues dans les normes de sélection

1984-04-01

Secrétariat d'Etat du Canada

• Maintien du pouvoir de recruter des traducteurs

1984-09-01

Première délégation des pouvoirs de dotation



Bureau canadien de la sécurité aérienne

• Services de recrutement des inspecteurs de l'aviation civile à être fournis par le ministère des Transports

1984-12-21

Bureau du Commissaire aux langues officielles

• 1984-12-31

• Conseil national de commercialisation des produits de ferme

• 1984-01-19

Délégation des pouvoirs d'évaluation linguistique



Affaires des anciens combattants

Affaires indiennes et du Nord canadien

Agence canadienne de développement international

Agriculture

Approuvements et Services

(Approuvements)

Approuvements et Services

(Services)

Archives publiques du Canada

Bibliothèque nationale du Canada

Bureau des relations fédérales-provinciales

Bureau de services juridiques des pensions

Bureau du Commissaire aux langues officielles

Bureau du Conseil privé

Commission de la Fonction publique

Commission des allocations aux anciens combattants

Commission canadienne des transports

Commission canadienne des pensions

Communications

Conseil de révision des pensions

Conseil canadien des relations du travail

Conseil de la radiodiffusion et des télécommunications canadiennes

Conseil du Trésor (Bureau du contrôleur général)

Conseil du Trésor (Secrétariat)

Consommation et Corporations

Défense nationale (civils)

Emploi et Immigration

Energie, Mines et Ressources

Environnement

Expansion industrielle régionale

Finances

Gendarmerie royale du Canada

(employés de la Fonction publique)

Justice

Office national de l'énergie

Pêches et Océans

Revenu national (Douanes et Accise)

Revenu national (Impôt)

Santé nationale et Bien-être social

Sciences et Technologie

Secrétariat d'Etat du Canada

Service correctionnel du Canada

Statistique Canada

Transports

Travail

Travaux publics

Décret du Conseil privé n° 1074, en vigueur à compter du 29 mars 1984

La Commission a exclu de l'application de la Loi toutes les personnes nommées pour une période déterminée de moins de six mois, entre le 1^{er} avril 1984 et le 31 mars 1985, au ministère de l'Environnement dans le cadre du programme Environnement 2000. Ce décret permet au ministère de recruter rapidement des travailleurs pour exécuter des projets de courte durée.

Décrets du Conseil privé nos 1452, 3038 et 3692, en vigueur à compter des 31 août et 15 novembre 1984 respectivement

La Commission a exclu de l'alinéa 21 b) de la Loi certaines personnes qui auraient normalement le droit d'en appeler de la nomination sans concours pour une période indéterminée d'employés déjà nommés pour des périodes déterminées et qui ont cinq ans de service sans interruption. Elle a de plus exclu de l'application de l'article 18 qui prévoit les nominations selon des listes d'admissibilité et des paragraphes 29(3), 30(1) et (2) et 37(3) et (4) relatifs aux priorités les postes auxquels ces employés ont été nommés. Ce décret autorise la nomination pour une période déterminée de longue durée d'employés nommés pour une période indéterminée à des postes de même groupe et niveau que ceux qu'ils occupent précédemment.

Décret du Conseil privé n° 1680, en vigueur à compter du 17 mai 1984

La Commission a exclu de l'application de l'article 10 de la Loi certains postes de contrôleur de la circulation aérienne au ministère des Transports, et de l'article 21 de la Loi, certaines personnes qui auraient normalement le droit d'en appeler de la nomination des employés qui participent au Programme de sélection selon l'ancienmé, pour la formation de contrôleurs de la circulation aérienne, ou au Programme de mutation des contrôleurs à un

Délégation selon le système-cadre de délégation



Affaires extérieures
• Autoriser les nominations intérimaires, pour des périodes se prolongeant jusqu'à trois ans au-delà de la période initiale de 12 mois, d'employés appartenant aux catégories de l'exploitation, du soutien administratif, et de l'administration et du service extérieur pendant la durée d'une affectation à l'étranger selon le système de permutation
1984-08-14
Approuvations et Services (Approuvations)
• 1984-06-01

Approvisionnement et Services (Services)
• Recruter et nommer sans concours des commis à l'Intérieur de limites spécifiées afin d'assurer la distribution rapide des chèques du gouvernement en cas d'interruption du service postal
1984-06-01
Archives publiques du Canada
• 1984-05-04

Bibliothèque nationale du Canada
• 1984-05-07
Communications
• Autoriser des nominations intérimaires, pour des périodes se prolongeant jusqu'à quatre ans au-delà de la période initiale de 12 mois, d'employés embauchés pour des projets de durée spécifiée, expressément approuvés par le Conseil du Trésor
• Dispense de l'obligation générale d'obtenir l'approbation de la Commission avant d'autoriser certaines nominations sans concours à la suite d'une reclassification
1984-06-01
Énergie, Mines et Ressources
• 1984-12-31

Revenu Canada (Impôt)
• Recruter, pour le Programme annuel des déclarations d'impôt, des commis et du personnel de traitement des données qui seront nommés pour des périodes déterminées dans les centres fiscaux et modifier l'application des normes de sélection
1984-01-10
Travail
• Recruter des agents de médiation ou de conciliation et des agents des affaires du travail
1984-01-11

Travaux publics
• Maintien des pouvoirs pour recruter les officiers de navire pour le service à bord des usines flottantes
• Sélectionner et nommer des stagiaires en administration parmi les postulants de l'extérieur de la Fonction publique présents par la Commission
• Recruter du personnel appartenant aux catégories de l'exploitation, du soutien administratif, et technique pour des lieux de travail spécifiés en cas d'insuffisance des services de présentation de l'organisme central

Les activités particulières

Exclusions générales

L'article 39 de la Loi autorise la Commission à soustraire aux dispositions de la Loi toute personne ou de postes toute classe de personnes ou de postes si cela correspond aux meilleurs intérêts de la Fonction publique et s'il n'est pas praticable d'appliquer la Loi ou l'une de ses dispositions. Toute décision en ce sens, comme son annulation, doit être approuvée par le gouverneur en conseil. Voici pour 1984 les exclusions décrétées en vertu de l'article susmentionné.

Décret du Conseil privé n° 519, en vigueur à compter du 16 février 1984

La Commission a exclu de l'application de la Loi 11 postes du Bureau du secrétaire du gouverneur général. Ce décret autorise le gouverneur général à nommer certains membres de son personnel sans appliquer la Loi.

Décret du Conseil privé n° 1073, en vigueur à compter du 29 mars 1984

La Commission a exclu de l'application du paragraphe 12(2) de la Loi, relatif à la distinction injuste fondée sur la race, les postes de perfectionnement créés dans le cadre du Programme de possibilités d'emploi dans la Fonction publique, afin de faciliter la nomination d'autocochtones à de tels postes. Le décret restera en vigueur pour une période de trois ans.

* Le paragraphe 6(1) de la Loi sur l'emploi dans la Fonction publique autorise la délégation de ces pouvoirs aux sous-chefs, sous réserve des conditions fixées par la Commission de la Fonction publique.

Délégation des pouvoirs de

dotation*

La mise à exécution du système-cadre de la délégation s'est poursuivie durant 1984. De nouvelles ententes de délégation ont été conclues avec 11 ministères (voir relevé D) dont sept jouissent de dispositions spécialement adaptées à leurs besoins. En outre, des pouvoirs de dotation ont été délégués pour la première fois à trois organismes (voir relevé E). Avant de conclure ces ententes, la Commission de la Fonction publique a effectué une vérification et un examen d'ensemble de la gestion des pouvoirs délégués de chaque ministère.

Délégation des pouvoirs pour l'évaluation linguistique*

En 1984, après avoir mis en place le système d'évaluation de la langue seconde, la Commission a entrepris de déléguer à 44 ministères des pouvoirs d'évaluation de la langue seconde (voir relevé F). Ces derniers peuvent dorénavant évaluer les habiletés aux niveaux A, B et C de la compréhension de l'écrit, de l'expression écrite et de l'interaction orale. Les pouvoirs sont aussi délégués lorsqu'il s'agit de déterminer si un employé peut être exempté d'évaluations ultérieures par rapport à la compréhension de l'écrit et à l'interaction orale. Ils peuvent également administrer le test d'expression écrite pour l'exemption, mais la Commission continuera de corriger ce test et d'accorder l'exemption dans cette habileté. Par ailleurs, la Commission mettra une équipe d'examinateurs linguistiques à la disposition des ministères.

La Commission a conclu un accord avec le Bureau du Vérificateur général pour autoriser les évaluateurs linguistiques accédés du Bureau à se servir du Système d'évaluation aux mêmes conditions qui s'appliquent aux autres délégués.

Nouvelles ententes de délégation avec 11 ministères

Trois organismes reçoivent des pouvoirs de dotation pour la première fois

Délégation des pouvoirs d'évaluation linguistique à 44 ministères

Cours et affectations de perfectionnement

La Commission administrative pour le Conseil du Trésor le programme Cours et affectations de perfectionnement. Le programme est généralement considéré comme un des moyens les plus efficaces dont disposent les ministères pour recenser et perfectionner les candidats ayant le potentiel requis pour accéder à des postes de cadre de gestion. Le programme permet d'évaluer la capacité des candidats d'exercer des fonctions de cadre et offre à ceux qui sont sélectionnés un programme intégré de formation, d'orientation et d'affectations planifiées.

Ordinaire, des organisations qui ne relèvent pas du gouvernement fédéral sont également invitées à participer au programme et, depuis ses débuts en 1968, 78 employés de ce groupe d'organisations y ont pris part.

En 1984, 39 personnes se sont jointes des cinq dernières années, les femmes représentaient environ 36 % des participants et 45 des 299 femmes qui occupent maintenant un poste de cadre de direction ou de gestion sont d'anciennes participantes.

En 1984, Cours et affectations de perfectionnement a mis sur pied, à titre expérimental, un programme dans l'Ouest du Canada. Ce dernier dessert les gestionnaires intermédiaires et les devenir cadres, et répond à l'attente des personnes ayant le potentiel requis pour les postes de cadres, et répond à l'attente des gestionnaires intermédiaires et les services que ceux dispensés dans la région de la Capitale nationale. Plus de 50 candidats des administrations fédérales, provinciales et territoriales ont été évalués cette année. Les 24 candidats retenus pourront suivre le premier cours à Victoria en mars 1985.

Echanges Canada

La Commission administrative pour le Conseil du Trésor le programme Echanges Canada. Ce programme permet de faire des échanges d'agents supérieurs, de gestionnaires et de professionnels entre, d'une part, la Fonction publique et, d'autre part, le secteur privé, les universités et les administrations provinciales, territoriales et municipales. Il vise à instaurer ou à renforcer un climat de confiance et de collaboration entre ces secteurs. En 1984, il y a eu 310 participants au programme.

Au cours de l'année, la Commission a entrepris de promouvoir davantage le programme. Pour ce faire, elle est en train d'établir, à l'intérieur et à l'extérieur de la Fonction publique, un vaste réseau de personnes contacts et d'accroître la sensibilisation au programme par le recours aux médias. Par ailleurs, plusieurs mesures ont été prises pour améliorer la gestion du programme et la qualité des conseils prodigués aux participants tout au long de leurs affectations.

De plus, le programme permet la participation à des programmes spéciaux de perfectionnement au Québec, au Royaume-Uni, en France et en Belgique. En 1984, deux employés ont été choisis pour participer au Programme d'échanges Canada — Royaume-Uni à Londres et un autre pour étudier à l'École nationale d'administration à Paris. De plus, trois élèves de l'École ont fait de brefs stages au Canada.

être supprimés, le nom des employés très prometteurs ainsi que des renseignements sur les plans d'action positive visant à accroître le nombre de femmes, d'autochtones et de personnes handicapées dans leur équipe de gestion. La Commission a examiné au besoin ces renseignements avec les intéressés en vue de planifier les activités à court terme.

Ces données ont aussi servi de base à l'examen et à l'analyse des ressources en vue de l'atteinte des objectifs globaux de la catégorie.

Une des mesures prises dans le cadre de l'action positive a été la collecte de renseignements sur les femmes — dans la Fonction publique et à l'extérieur — qui désirent accéder à des postes de gestion et qui en ont les capacités. Ces autres, du programme Cours et affectations de perfectionnement, du Bureau de présentation et d'orientation professionnelles des femmes et des ministères. Cette collecte permet d'assurer que les femmes qui ont les qualités requises sont prises en considération aux fins de promotions et de perfectionnement.

Le démembrement des départements d'État au Développement économique a donné lieu à des activités de courtage en 1984. En moins de six semaines, la Commission a redéployé 42 cadres de direction et cadres de gestion (ou fonctionnaires de niveaux équivalents à ces derniers) dans d'autres ministères.

La Commission s'occupe de la dotation des postes de la catégorie par des mutations latérales, des promotions ou le recrutement de personnes qualifiées à l'extérieur de la Fonction publique. Afin de trouver des candidats possibles de l'extérieur, diverses méthodes peuvent être employées dont la publicité et le recours à des entreprises de recherche de cadres.

La Commission offre des services d'orientation aux membres de la catégorie et à ses aspirants. Ces services comprennent une aide en matière de planification de carrière, des services de présentation de candidats et des renseignements impartiaux aux candidats qui ont échoué à des concours. Ces candidats ont accès à des recours officiels de façon particulièrement dans les cas de déploiement interministériel.

Affectations internationales

Les programmes internationaux de la Commission ont pour objectifs d'accroître la représentation canadienne dans les organisations internationales (cette action est faite de concert avec le ministère des Affaires extérieures) et d'intensifier les échanges de personnel entre les administrations publiques canadiennes et les gouvernements étrangers. Les affectations permettent au Canada de jouer le rôle qui lui revient au sein des organisations internationales, tandis que les échanges facilitent le transfert des connaissances et des techniques. Tous deux contribuent à l'enrichissement professionnel des participants.

En 1984, 53 Canadiens ont été affectés à 27 organisations internationales à des postes tels que secrétaire général adjoint du Secrétariat du Commerce international à Londres, représentant résident du Programme des Nations unies pour la Division des opérations de l'Agence internationale de l'énergie atomique à Vienne, spécialiste de l'hygiène des radiations pour l'Organisation mondiale de la santé à Genève, et sous-directeur de l'information de l'Organisation du traité de l'Atlantique Nord à Bruxelles.

De plus, 11 fonctionnaires fédéraux ont été affectés dans d'autres administrations publiques et un nombre égal de personnes de l'étranger sont venues travailler dans la Fonction publique fédérale.

Catégorie de la gestion : une année de stabilisation

Mesures prises pour accroître la représentation des femmes dans la catégorie
Déploiement de cadres à la suite du démantèlement de deux ministères
53 Canadiens affectés à l'échelle internationale
Les Cours et affectations de perfectionnement offerts à titre d'essai dans l'ouest du pays

Plus de trois ans se sont écoulés depuis l'établissement de la catégorie de la gestion au sein de la Fonction publique. Les principes qui sous-tendent sa mise sur pied se sont maintenant bien connus et les pratiques actuelles. De ce point de vue, 1984 a été une année de stabilisation.

La Commission de la Fonction publique est chargée des nominations de fonctionnaires à la catégorie, ainsi que des promotions (ou rétrogradations) et des mutations d'un ministère à un autre. Elle est également responsable de la sélection et du recrutement à l'extérieur de la Fonction publique. Elle délègue aux sous-chefs le pouvoir de faire des nominations intraministérielles (ou réaffectations) dans la catégorie dans la mesure où le groupe ou le niveau de l'employé ne change pas. Ils peuvent ainsi déployer les membres de leur équipe de gestion selon les nécessités du service tout en tenant compte des aspirations professionnelles de ces derniers.

Un comité consultatif sur le personnel supérieur conseille la Commission relativement au recrutement et aux plans de relève et de perfectionnement des fonctionnaires des niveaux supérieurs de la catégorie. Le comité, qui s'est réuni plusieurs fois en 1984, regroupe le secrétaire du Conseil du Trésor, le contrôleur général, le premier conseiller en gestion du personnel du Bureau du Conseil privé et les commissaires. La catégorie comprend deux groupes professionnels: le groupe de la direction (EX) — qui compte cinq niveaux — et le groupe de la gestion supérieure (SM). Font partie des deux groupes la plupart des postes des niveaux hiérarchiques les plus élevés de chaque ministère ou, autrement dit, les postes allant du rang de chef jusqu'à celui de sous-ministre adjoint. Les médecins et les avocats n'en font pas partie. En fin d'année, la catégorie comptait 4,281 membres: 2,258 cadres de direction et 2,023 cadres de gestion. En 1983,

l'effectif de la catégorie s'élevait à 3,867. Cette augmentation s'explique, en partie, du fait de l'intégration de postes équivalents des autres catégories à la catégorie de la gestion. En 1984, il y a eu 1,234 nominations de cadres, dont 664 cadres de direction et 570 de gestion. Cinquante-huit des personnes nommées ont été recrutées à l'extérieur de la Fonction publique; 324 personnes ont été nommées par des sous-chefs en vertu des pouvoirs qui leur ont été délégués. Soixante-six femmes ont été nommées cadres de direction et 82, cadres de gestion. En plus de veiller aux nominations en vertu de la Loi sur l'emploi dans la Fonction publique, la Commission administre un certain nombre de programmes (dont Cours et affectations de perfectionnement et Échanges Canada) qui lui ont été délégués exclusivement par le Conseil du Trésor ou dont elle partage la responsabilité avec lui. La Commission consulte le Conseil du Trésor et les ministères pour éviter le double emploi dans ces activités.

Ressourcement de la catégorie

Le terme *ressourcement* désigne les activités suivantes: le déploiement interministériel des cadres, la dotation des postes de la catégorie et l'orientation de ses membres. Le *déploiement interministériel* est le déplacement planifié et judicieux des cadres de direction et de gestion qui ont besoin d'une expérience précise pour réaliser leur potentiel exceptionnel ou qui éprouvent des difficultés dans leur poste. Cette activité, aussi appelée *courtage*, consiste à assigner un nouveau poste à un cadre, qui, pour une raison ou une autre, doit quitter son poste actuel.

Au cours de l'année, les ministères ont fourni, une fois l'examen du rendement et l'évaluation des employés terminés, des plans de relève, des renseignements sur les postes qui pourraient

politiques de la Commission et du Conseil du Trésor qui leur permettra de prendre rapidement et efficacement des décisions en matière de gestion du personnel.

Administration des tests

Au cours de 1984, la Commission a préconisé l'utilisation de tests comme un outil important dans le processus de notation. Elle a fait passer des tests par le premier d'une série de guides destinés aux gestionnaires axiaux et aux agents du personnel et intitulé *Elaboration et utilisation des tests de con-naissances*. Les ministères peuvent dorénavant administrer les tests avant la tenue d'un concours, de façon à raccourcir les délais de dotation.

La Commission a effectué un changement d'orientation en ce qui concerne l'évaluation et l'emploi des divers instruments d'évaluation permettant de choisir des candidats pour des postes de gestion critiques. On a adopté des moyens plus perfectionnés pour identifier et choisir les employés prometteurs en ayant recours à de nombreux instruments d'évaluation. Dans bon nombre d'exercices de gestion avec d'autres outils, comme les entrevues de sélection, on combine les tests et des exercices de gestion avec d'autres outils, comme les entrevues de sélection, afin d'arriver à une évaluation juste et fiable des aptitudes et des compétences en gestion des candidats.

Recrutement postsecondaire

En 1984, 14 nominations à des postes de perfectionnement du service existaient d'admissibilité établie à la suite du concours tenu en 1982 pour recruter des agents de ce service.

Le nombre total de diplômés d'université nommés à des postes de la Fonction publique a augmenté de 44,8 % en 1984; 756 diplômés ont été nommés, contre 522 l'année précédente. Les contraintes budgétaires et le taux d'attrition peu élevé continuent à limiter le recrutement de récents diplômés. Le nombre de nominations à des postes administratifs s'est toutefois accru considérablement, passant de 195 en 1983 à 322 en 1984. Il y a eu aussi une augmentation importante des nominations de diplômés en sciences pures et appliquées, en informatique, en sciences économiques et en droit.

Des 756 personnes nommées, 371 étaient des femmes, soit 49,1 % de toutes les nominations; en 1983, elles en représentaient 42,1 %. Deux cent vingt et un candidats étaient francophones, soit 29,2 %, au lieu de 29,7 % en 1983.

Les ministères suivants: Agriculture, Environnement, Département des Affaires nationales, Santé nationale et Bien-être social, Secrétariat d'État, Transports et Affaires des anciens combattants sont inverses de pouvoirs délégués pour recruter des diplômés pour certains groupes professionnels. Ils ont nommé 114 diplômés en traduction, en droit, en agriculture, en médecine vétérinaire, en actuariat, en météorologie, en sciences de la défense, en sciences infirmières et en contrôle de la circulation aérienne.

Furent nommés, en 1984, pour une période indéterminée, 190 diplômés de cégep et de collège communautaire, ce qui représente un accroissement de 72,7 % en comparaison des 110 nominations de l'année précédente. Cette augmentation a été marquée dans tous les domaines. Des 190 diplômés embauchés, 67 (35,3 %) étaient francophones et 73 (38,4 %) étaient des femmes.

En 1984, Emploi et Immigration Canada s'est vu déléguer le pouvoir de recruter lui-même des étudiants du postsecondaire et de les présenter aux ministères dans le cadre du Programme

Le nombre total de diplômés d'université nommés à des postes de la Fonction publique a augmenté de 44,8 % en 1984; 756 diplômés ont été nommés, contre 522 l'année précédente. Les contraintes budgétaires et le taux d'attrition peu élevé continuent à limiter le recrutement de récents diplômés. Le nombre de nominations à des postes administratifs s'est toutefois accru considérablement, passant de 195 en 1983 à 322 en 1984. Il y a eu aussi une augmentation importante des nominations de diplômés en sciences pures et appliquées, en informatique, en sciences économiques et en droit.

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Le nombre d'étudiants du postsecondaire nommés à un poste de l'Administration fédérale dans le cadre de l'enseignement coopératif a accusé une forte baisse, passant de 967 en 1983 à 797 en 1984. Cette diminution a été causée en grande partie par les mesures d'austérité prises par les grands ministères employeurs. Cependant, au cours de l'été 1984, le Conseil du Trésor a pris des mesures pour encourager les ministères à faire preuve de plus de souplesse et à accueillir plus d'étudiants. On s'attend à une forte augmentation du nombre de ces nominations en 1985.

Sur les 797 étudiants engagés en 1984 dans le cadre de l'enseignement coopératif, 279 ou 35,0 % étaient des femmes et 192 ou 24,1 % des francophones.

Stagiaires en administration

En 1984, 96 stagiaires en administration ont été nommés. De ce nombre, 49 ont été recrutés au terme de leurs études universitaires et 47 ont été sélectionnés par voie de concours ministériels. En 1983, 93 avaient été embauchés en tout.

Pendant l'année, la Commission a reçu 171,559 demandes d'emploi, y compris celles relatives au recrutement postsecundaire et au service extérieur mais sans compter celles relatives à la catégorie de la gestion. Le total des nominations est passé de 86,588 en 1983 à 84,002 en 1984, une diminution de 3,0 %. Les nominations des personnes de l'extérieur de la Fonction publique ont augmenté de 9,6 %, soit de 10,066 en 1983 à 11,028 en 1984. De leur côté, les nominations pour une période indéterminée ont baissé de 4,2 %, passant de 39,006 à 37,387; celles pour une période déterminée chutant aussi mais de 2,1 %, allant de 47,579 en 1983 à 46,595 en 1984.

Le nombre des nominations sans concours est passé de 34,264 en 1983 à 37,551 en 1984, c'est-à-dire 44,8 % et 51,5 % respectivement de toutes les nominations de personnes déjà membres de la Fonction publique. La plupart des nominations sans concours sont soit des nominations de bénéficiaires de priorité, soit des reconductions, c'est-à-dire des renouvellements de nomination d'employés aux postes qu'ils occupent déjà et dont la période d'emploi est sur le point d'expirer.

Modifications de la dotation

La révision du *Règlement sur l'emploi dans la Fonction publique*, en vue de le simplifier, de le clarifier et de faciliter son interprétation et son application, s'est poursuivie en 1984 en étroite collaboration avec les représentants des ministères et les agents négociateurs. La modification de l'article 44 du *Règlement* permet dorénavant à la Commission de déterminer un délai d'appel exceptionnel lorsque l'employé visé par une recommandation de renvoi ou de rétrogradation pour incompétence ou incapacité ne peut, en raison de circonstances indépendantes de sa volonté, interjeter appel dans le délai normal.

Au cours de l'année, par suite d'un arrêt rendu par la Cour d'appel fédérale, la Commission a changé les critères selon lesquels on doit obtenir son avis dans le cas des nominations sans concours. Ce changement assure que la présomption d'amorindrissement des chances d'avancement d'un employé est dûment prise en considération dans chaque cas. La Commission avait auparavant dressé la liste des situations où il y avait présomption d'amorindrissement de ces chances.

Dans le courant de l'année, le Bureau canadien de la sécurité aérienne, le Tribunal canadien des importateurs et le Bureau de l'administrateur de l'Office du transport du grain ont été placés sous le régime de la *Loi*.

L'annonce de la mise sur pied du Service canadien du renseignement de sécurité en juin 1984 a entraîné la modification du paragraphe 2(2) de la *Loi* qui permet, pour ce qui est de la participation aux concours seulement, de considérer les employés du Service comme des personnes employées dans la Fonction publique. Par ailleurs, ceux de ces employés qui ont été auparavant nommés ou employés en application de la *Loi* ont le droit, pendant une période de deux ans se terminant le 20 juin 1986, d'être mutés à la Fonction publique.

Des dispositions transitoires semblables, concernant le droit de mutation accordé aux employés des Postes au moment où le ministère devint une société d'État en 1981, sont devenues caduques en octobre 1984.

Afin de simplifier l'embauche de personnes pour des périodes d'emploi de courte durée dans certains groupes professionnels, la Commission a obtenu pour le ministère de l'Environnement l'approbation d'un décret d'exclusion soustrayant à l'application de la *Loi* les nominations pour des périodes de moins de six mois dans le cadre du programme Environnement 2000. Les ministères de l'Énergie, des Mines et des Ressources, de la Défense nationale

et des Travaux publics jouissent de tels décrets. Les personnes engagées en application d'un tel décret d'exclusion n'ont pas le droit de s'inscrire à des concours restreints.

Le projet pilote visant à établir pour le ministère des Travaux publics un programme de dotation spécialement adapté à ses besoins vient d'achever sa troisième année. L'année 1984 a été marquée par la formation de 375 gestionnaires en vue de les préparer à accepter les pouvoirs de dotation et par la délégation subséquente de ces pouvoirs.

Pendant toute l'année, la Commission a aidé les ministères à mettre au point des systèmes efficaces et efficaces de gestion des ressources humaines. Elle a fourni des services de consultation en matière de dotation à 13 ministères afin d'améliorer la gestion du recrutement externe, des stratégies de ressources et de la prestation des services de dotation. Elle entreprend actuellement à Statistique Canada et au ministère des Personnes employées dans la Fonction publique un examen approfondi des méthodes de dotation. Par ailleurs, d'autres ministères planifient eux aussi une révision semblable.

En 1984, la Commission s'est assurée la collaboration des ministères de l'Agriculture, de l'Emploi et de l'Immigration, de l'Énergie, des Mines et des Ressources, des Affaires indiennes et du Nord canadien, du Revenu national (Impôt) et des Transports pour entreprendre une grande étude de l'efficacité et de l'efficacité de la dotation dans toute la Fonction publique. Statistique Canada a fourni les services et l'appui méthodologique nécessaires à cette étude. La collecte et l'analyse initiale des données ont eu lieu vers la fin de 1984 et les résultats sortiront en 1985.

L'incorporation du *Manuel de dotation en personnel* dans le *Manuel de gestion du personnel* s'est poursuivie en 1984. Quand le tout sera fini, les gestionnaires posséderont un ouvrage de référence sur le système de dotation et les

Activités régionales

Environ 67 % de toutes les nominations de la Fonction publique ont été faites en dehors de la région de la Capitale nationale et presque 68 % des fonctionnaires travaillent en dehors de cette région. Par conséquent, une part très importante des opérations de la Commission a lieu dans les autres régions. Comme nous l'avons souligné plus tôt, les activités de recrutement, de présentation, de surveillance ainsi que de soutien fournies aux ministères représentent le gros du travail qui s'y fait. Une importance tout à fait spéciale a cependant été accordée en 1984 au placement des bénéficiaires de priorité. De plus, dans chaque bureau régional, la Commission a entrepris d'autres activités en réponse aux situations et aux besoins locaux. Voici les principales réalisations de 1984:

dans l'Atlantique:

- salons des carrières à l'intention des étudiants autochtones,
- campagnes de publicité visant spécialement les groupes sous-représentés,
- séances de formation sur l'action positive à l'intention des ministères, administration du Programme d'emploi des Noirs;

au Québec:

- rencontres trimestrielles avec les agents de dotation,
- deux rencontres du comité interministériel des responsables de l'égale accès pour les femmes,
- exposition d'aides techniques pour les handicapés,
- rencontres principales associées regroupant les anglophones du Québec,
- organisation de trois sessions d'information à l'intention du public;

dans la Capitale nationale:

- augmentation de 41 % des placements de bénéficiaires de priorité par rapport à 1983,
- réduction du temps de traitement d'une demande d'emploi et recensement plus facile des candidats appartenant aux domaines où il y a pénurie de travailleurs,
- services de présentation plus souples et plus personnalisés aux ministères; placement des bénéficiaires de priorité par suite du gel de la dotation et de l'élimination des départements d'Etat au Développement économique et au Centre d'information sur l'unité canadienne,
- accroissement du nombre de placements d'étudiants du postsecondaire dans le cadre de l'enseignement coopératif,
- activités spéciales de recrutement pour les groupes professionnels où il y a insuffisance de postulants qualifiés;

en Ontario:

- quatre salons des carrières à l'intention des étudiants autochtones,
- organisation d'un service d'orientation à l'intention des bénéficiaires de priorité,
- établissement d'un service d'aide aux femmes,
- séances de formation sur les jugements de la Cour d'appel fédérale à l'intention des agents de dotation des ministères,
- séances d'information à l'intention du personnel administratif des députés fédéraux afin de les aider à répondre aux questions des électeurs concernant l'emploi;

en Alberta et dans les Territoires du Nord-Ouest:

- instauration d'un service spécial de recrutement et de présentation, de concert avec Emploi et Immigration Canada et Extension pour autochtones, un organisme de présentation installé dans les collectivités autochtones,
- «Service Calgary» dont le mandat est d'attirer à la Fonction publique des spécialistes prometteurs de l'industrie canadienne du pétrole et du gaz,
- programme régional d'affectations interministérielles pour les fonctionnaires des niveaux intermédiaires (de un à trois niveaux sous la catégorie de la gestion);

dans le Pacifique et au Yukon:

- mise à jour du Répertoire national de candidats en vue d'améliorer les opérations dans la région,
- projet pilote consistant à jumeler les employés déclarés excédentaires avec les postes d'emplois sur le point de prendre leur retraite,
- recours au Programme d'accès pour les personnes handicapées,
- salons des carrières dans les collectivités autochtones,
- séances d'orientation professionnelle à l'intention du personnel féminin des bureaux régionaux des ministères.

Nominations et Programme des services aux personnes handicapées

la modalité d'emploi et le lieu de travail, 1984

Niveau	Agents	Personnel de soutien	Total	Modalité d'emploi		Lieu de travail
				indéterminée	déterminée*	
	74	250	324	18	29	47
	18	279	371	92	181	229
	Total	92	279	44	98	142
				Autres lieux de travail		
				Capitale nationale		
				Région de la		

* Comprend les nominations pour moins de six mois.

Nominations et Programme d'accès pour les personnes handicapées

Nombre de nominations de handicapés à des postes de stagiaire et de nominations faites à la suite du stage, selon le niveau, la modalité d'emploi et le lieu de travail, 1984

Niveau	Agents	Personnel de soutien	Total	Nominations à des postes de stagiaire		Nominations après le stage
				Total	la Capitale nationale	
	17	23	40	107	147	26
	25	82	107	105 ^a	9	59
	Autres lieux de travail			17	13	18
	Région de la Capitale nationale			12	19	31
	Autres			30	68	98
	Total					

^a Des 42 personnes nommées pendant l'année à des postes de stagiaire au niveau d'agent, 30 avaient été nommées dans un poste en fin d'année (voir nominations après le stage), 10 étaient toujours en période de stage, une a vu son stage prendre fin par manque de ressources au ministère et une avait démissionné.

^b Des 105 personnes nommées pendant l'année à des postes de stagiaire au niveau du soutien, 68 avaient été nommées dans un poste en fin d'année (voir nominations après le stage), six étaient toujours en période de stage, 21 ont vu leur stage prendre fin par manque de ressources au ministère ou parce qu'ils n'ont pas réussi leur formation, et 10 avaient démissionné.

Les personnes handicapées

La Commission administre deux programmes principaux afin d'augmenter la participation des handicapés physiques et mentaux à la Fonction publique. Le Programme des services aux personnes handicapées existe depuis déjà quatre ans. Il recrute, présente et nomme des handicapés qui sont prêts à entrer sur le marché du travail. Il s'est occupé de 371 nominations en 1984 et de 424 en 1983 (voir relevé B).

Le Programme d'accès pour les personnes handicapées, lancé en octobre 1983, a pour but d'offrir une formation en cours d'emploi aux handicapés physiques qui, s'ils sont qualifiés à d'autres égards, n'ont pas l'expérience requise. En outre, la Commission assure les salariales nécessaires aux ministères qui prennent part au Programme. En 1984, 147 personnes ont été embauchées à titre de stagiaires et 98 ont obtenu un poste à la suite de leur période de stage (voir relevé C).

Dans le cadre du Programme d'accès, la Commission administre une banque d'aides techniques que l'on prête aux stagiaires et conseille les ministères relativement à l'achat d'aides techniques pour les stagiaires à la fin de leur période de stage. Une exposition d'aides techniques liées au travail a eu lieu dans certaines villes à travers le pays au cours de l'année.

Par ailleurs, la Commission a lancé officiellement un nouveau programme spécial de recrutement et de présentation pour les handicapés psychiatriques régionaux de la Capitale nationale. Ce programme offre des services de consultation personnels et aide les candidats compétents à se trouver de l'emploi dans la Fonction publique. En règle générale, ces derniers sont recommandés par un médecin. À la fin de l'année, le programme avait permis de nommer 105 personnes.

Les Noirs

La Commission, par son Programme d'emploi des Noirs, a poursuivi ses efforts en 1984 afin de recruter des membres de ce groupe à des postes de la Fonction publique fédérale en Nouvelle-Écosse. Elle travaille de concert avec les ministères et dissémine des renseignements sur les carrières aux membres de la collectivité noire. Elle participe également à des ateliers sur les carrières pour les jeunes organisés par la Société culturelle des Noirs et son Centre culturel des Noirs.

En décembre 1984, 6,8 % des postulants inscrits au répertoire de la Nouvelle-Écosse étaient des Noirs, la plus forte concentration se situant comme auparavant dans les postes administratifs.

Les 87 Noirs présentes à des postes d'agent en 1984 constituent 4,4 % de toutes les présentations faites en Nouvelle-Écosse au cours de l'année. Ce nombre se compare favorablement aux 44 Noirs présentes en 1983. Sur ce nombre, 28 ont rempli les conditions requises et neuf ont été nommés, contre 12 et six respectivement en 1983. En outre, les données d'Emploi et Immigration Canada indiquent qu'environ 200 Noirs ont été nommés en 1984 à des postes des catégories du soutien administratif et de l'exploitation, comparativement à 210 en 1983.

Soutien de l'action positive

En 1984, la Commission a aidé les ministères à poursuivre l'analyse et la planification de leur programme d'action positive. Afin qu'ils puissent mieux fixer des objectifs dans ce domaine, elle a évalué le nombre possible de membres des groupes cibles dans la plupart des professions sur le marché du travail tant à l'intérieur qu'à l'extérieur de la Fonction publique. Ces estimations ont été établies aux niveaux national et régional. Un modèle informatisé de prévisions a aidé les ministères à établir leurs objectifs

quantitatifs. De nombreuses séances de formation et d'information sur le processus analytique ont été organisées à l'intention des responsables de l'action positive dans les ministères. Un travail considérable a été accompli en collaboration avec les ministères relativement à la présentation et à l'analyse de données ainsi que sur l'utilisation et les applications des divers outils et techniques disponibles.

En 1984, la Commission a accueilli le nombre et le type d'examens offerts en travail, en gros caractères et sur bandes sonores pour les candidats ayant des troubles de vision. Utilisés aux fins de la dotation et de la sélection des participants des programmes de perfectionnement, ces examens permettent d'évaluer les compétences et capacités dans divers domaines, du travail administratif à l'informationnelle en passant par la langue seconde et l'administration financière.

Les activités de recrutement, de présentation et de surveillance exercées par la Commission ont beaucoup contribué au succès des initiatives prises par les ministères pour accroître la participation des groupes sous-représentés. Par vent au Répertoire national de candidats sont invitées à s'identifier à un ou à plusieurs groupes sous-représentés. Ceci permet à la Commission de se tenir au courant de cas particuliers et lui facilite l'analyse de ce qui se passe dans toutes les régions du pays.

Au cours de leur affectation, ils ont l'occasion d'acquérir les compétences avec succès à des concours visant à pourvoir à des postes de gestionnaire.

À la fin de l'année 1984, 1,141 demandes de participation avaient été examinées et 42 participants poursuivaient des stages de formation et de perfectionnement dans 17 ministères œuvrant dans neuf centres au Canada.

Pour plus de possibilités d'emploi

En 1984, dans le cadre de l'entente Canada — Manitoba sur le développement du Nord du Manitoba, la Commission et le ministère de l'Expansion industrielle régional au Manitoba ont lancé conjointement le Programme des possibilités d'emploi dans la Fonction publique. Ce programme pilote vise à recruter et à former des Indiens inscrits du Manitoba, des Métis ou des Inuit non inscrits, des Métis ou des Inuit employés de techniciens de la météorologie, d'opérateurs radio, de techniciens de l'électronique, de dessinateurs, d'illustrateurs, de techniciens de laboratoire et d'inspecteurs de produits primaires. Ce programme sera en vigueur jusqu'au 31 mars 1988.

Le programme, qui dispose d'une allocation de 100 années-personnes, placera les recrues autochtones dans les ministères participants et financera, au cours d'une période pouvant aller jusqu'à deux ans, leur formation théorique et pratique. Les stagiaires sont employés pour une période déterminée par le ministère de l'Expansion industrielle régionale. Si la formation est un succès, ils sont employés pour une période indéterminée par le ministère où ils ont fait leur stage.

Fonction publique. Des salons de l'emploi ont été tenus à cette fin dans la plupart des régions du pays. La Commission conseille également les candidats autochtones sur le mode de recrutement, l'aptitude au travail et le perfectionnement professionnel.

Carrières dans le Nord

Par le Programme des carrières du Grand Nord, la Commission recrute des autochtones du Nord pouvant profiter de la formation en cours d'emploi offerte par les ministères œuvrant dans cette partie du pays.

En août 1984, un bureau a ouvert ses portes à Frobisher Bay pour améliorer la qualité des services offerts aux autochtones de l'Arctique de l'Est. Depuis 1974, année où le Programme a été offert à Whitehorse et à Yellowknife, il a attiré près de 400 participants autochtones.

À la fin de 1984, le Programme comptait 41 participants. Ses structures ont été récemment changées de sorte que la Commission et les ministères qui offrent des possibilités de formation en cours d'emploi assument dorénavant, à parts égales, le coût des années-personnes et le traitement des participants. Bien qu'au départ certains ministères aient éprouvé des difficultés à accepter le partage des coûts imputés antérieurement à la Commission, l'intérêt grandit rapidement et l'on prévoit que les ressources seront pleinement utilisées au cours du prochain exercice financier. Le Programme peut maintenant recevoir jusqu'à 91 participants à la fois.

Perfectionnement des autochtones

Le Programme national de perfectionnement des autochtones, inauguré officiellement par la Commission en 1983, place, pour deux ans, des Indiens inscrits ou non inscrits, des Métis et des Inuit dans des postes de gestion en vue de parfaire leur compétence dans le domaine. Le but est de les voir plus nombreux occuper des postes de cadre et de conseil dans la Fonction publique.

Les services de présentation consistent à présenter des candidates à des postes vacants classés à un ou deux niveaux inférieurs à la catégorie de la gestion et à inciter les ministères à affecter de tels emplois temporaires des femmes à des tâches de gestion. De plus, le Bureau travaille étroitement avec la Direction générale de la catégorie de la gestion dans le but de s'assurer que les femmes qui sont prêtes à devenir cadres soient prises en considération pour des postes de cadres de gestion.

Au cours de la première année d'existence du Bureau, la Commission a conseillé 1,160 femmes d'un bout à l'autre du pays. Elle a présenté 80 femmes à la catégorie de la gestion, a présenté 396 femmes prêtes à occuper des postes de perfectionnement aux ministères et a négocié 25 affectations pour permettre à des femmes d'enrichir leur expérience de la gestion.

Les autochtones

Par l'entremise de son Programme de participation des autochtones, la Commission favorise l'égalité d'accès aux emplois publics pour les autochtones. Le Programme a trois composantes: le Bureau du recrutement des autochtones, le Programme des carrières du Grand Nord et le Programme national de perfectionnement des autochtones. De plus, un autre service, le Programme des possibilités d'emploi dans la Fonction publique, est dirigé conjointement par le ministère de l'Expansion industrielle régionale et la Commission.

Recrutement d'autochtones

Le Bureau du recrutement des autochtones a pour principale fonction de conseiller les ministères et de secondier leurs efforts pour favoriser le recrutement des autochtones, à tous les niveaux. En 1984, la Commission s'est attachée principalement à élaborer et à distribuer des pochettes de documentation en vue de sensibiliser davantage les gestionnaires à la situation des autochtones et à leur recrutement dans la

L'action positive

L'égalité d'accès aux emplois publics pour tous les Canadiens fait partie intégrante du principe du mérite. En 1984, la Commission a continué à aider les ministères à atteindre leurs objectifs dans le domaine de l'action positive en organisant des activités de recrutement et de présentation, et en leur offrant des outils techniques, de l'aide et des conseils spécialisés, de même que des cours de formation.

Depuis le lancement du programme d'action positive à l'intention des femmes, la Commission a réexaminé son rôle, ses responsabilités et ses services en la matière afin de s'assurer que, dans la mesure du possible, ils répondent davantage aux besoins tant des gestionnaires ministériels que des membres des groupes cibles.

Les femmes

Avec la mise sur pied du Centre des programmes pour la femme, la Commission a intégré à ses opérations principales ses services de recrutement, de présentation et d'orientation professionnelle. Elle entend ainsi aider les femmes à planifier leur carrière et à maximiser leurs chances d'emploi dans la Fonction publique.

femmes.

Pour atteindre ces objectifs, la Commission a eu recours à des campagnes d'information et à la formation, a entretenu des rapports suivis avec les ministères et a examiné, contrôlé et analysé les activités, les méthodes administratives et les systèmes qui influent sur les chances d'emploi des femmes.

On note en outre que le nombre d'employés francophones qui ont quitté la Fonction publique a continué de chuter. De fait, la présence francophone a connu une légère hausse par rapport à 1983: le taux global de leur participation s'élève maintenant à 27,7 %, au lieu de 27,4 %. La représentation francophone au sein des agents s'est légèrement affermi, particulièrement en ce qui concerne les catégories technique (+ 0,5 %), de l'administration et du service extérieur (+ 0,5 %), et de la gestion (+ 0,2 %). En ce qui a trait à la catégorie de la gestion, les francophones forment maintenant 19,9 % de ses effectifs par rapport à 19,7 % en 1983.

Les problèmes de participation des francophones dans le nord et l'est de l'Ontario et au Nouveau-Brunswick ont fait l'objet, en 1982, d'une étude conjointe de la Commission et du Secrétaire du Conseil du Trésor, étude rendue publique en 1983. Les résultats ont déjà commencé à se faire sentir au Nouveau-Brunswick et, à un degré moindre, en Ontario malgré les blocages de l'embauche à la Fonction publique. Quant à la participation des anglophones au Québec, la situation ne s'est pas redressée au cours de l'année malgrée les efforts de la Commission, d'Emploi et Immigration Canada et d'autres ministères concernés. Le nombre élevé d'employés anglophones qui prennent leur retraite a annulé l'effet de l'augmentation du nombre de recrues.

La Commission continue d'être préoccupée par la question de la participation équilibrée des deux communautés linguistiques. Le présent ralentissement de l'emploi augure mal d'un redressement à peine amorcé pour les francophones du nord et de l'est de l'Ontario et qui ne se fait toujours pas sentir chez les anglophones du Québec.

En 1984, elle a élaboré et donné une série de séminaires sur le perfectionnement professionnel et tenu, à l'heure de déjeuner, des séances d'information à l'intention des femmes de divers niveaux hiérarchiques, en particulier celles de la catégorie du soutien administratif. Plus de 900 employées ont assisté à ces séances dans la région de la Capitale nationale. Des séances sont prévues ailleurs au pays et seront données eux-mêmes.

En 1984, la Commission a parrainé la production d'une série de films intitulés *Carrières non traditionnelles offertes aux femmes* destinées aux élèves des écoles secondaires et a continué de distribuer ses brochures *Les femmes et leur choix de vie* de même que tout un bulletin de nouvelles trimestriel, des répertoires de titres choisis et la brochure *Congès pour obligations familiales dans la Fonction publique*. Un centre de documentation est ouvert au grand public.

Les présentations et l'orientation professionnelle

À la fin de 1983, la Commission a établi le Bureau de présentation et d'orientation professionnelle des femmes. Elle assure par ce moyen un service de consultation aux femmes fonctionnaires qui occupent des postes de catégorie de la gestion ainsi qu'à celles qui se classent à trois niveaux inférieurs à cette catégorie, mais qui ont manifesté le potentiel requis pour y accéder. Son service d'orientation professionnelle est également offert aux femmes intéressées par une carrière à la Fonction publique.

Bénéficiaires de priorité

Employés qui sont devenus bénéficiaires de priorité, selon la raison, 1984

Raison	Exercé	Non exercé	Total
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Congés: retour/remplacement	475	30	505
Personnel de ministre	69	13	82
Mises en disponibilité			
— réorganisation	289	77	366
— privatisation	25	35	60
— décentralisation	36	25	61
Employés excédentaires*			
— réorganisation	943	98	1,041
— privatisation	26	80	106
— décentralisation	289	24	313
Formation linguistique non réussie	20	1	21
Réintégration*	96	5	101
Réinstallation du conjoint	416	16	432
Total*	2,684	404	3,088

* En 1984, 277 employés devenus bénéficiaires à titre d'employés excédentaires ont été mis en disponibilité pendant l'année et sont inclus parmi les bénéficiaires à titre de personnes mises en disponibilité.

* Sont placés sous cette rubrique les employés excédentaires ou mis en disponibilité qui ont accepté des mutations régionales et auxquels on accorde une priorité administrative d'un an pour leur permettre d'être considérés pour des postes à leurs anciens groupe et niveau.

* Les totaux de ce tableau ne tiennent pas compte des membres de la catégorie de la gestion qui sont devenus bénéficiaires de priorité au cours de l'année 1984.

Dotation des postes bilingues

Les nominations à des postes bilingues sont passées de 17,912 en 1983 à 17,602 en 1984. Les nominations pour une période indéterminée de «modalité impérative» se chiffrent à 4,699 et de modalité «non impérative» à 6,298. Dans le cas de la dotation impérative, les candidats doivent satisfaire aux exigences du poste au moment de leur nomination, tandis que dans le cas de la dotation non impérative, les candidats peuvent y satisfaire après leur nomination dans certaines circonstances. En 1984, les nominations résultant d'une dotation impérative représentaient 42,7 % des nominations pour une période indéterminée à des postes bilingues; en 1983, la proportion était de 35,7 %. La Commission est heureuse de constater ce mouvement progressif vers l'application intégrale de la Loi en ce qui a trait à la dotation des postes bilingues.

les langues officielles

Au cours de 1984, la compétence linguistique des personnes nommées pour une période indéterminée à des postes bilingues s'est encore accrue: 83,4 % d'entre elles satisfaisaient aux exigences linguistiques de leur poste au moment même de leur nomination, par rapport à 81,8 % en 1983. Il n'y avait que 12,1 % des personnes nommées qui devaient aller en formation linguistique au moment de leur nomination en comparaison de 13,4 % en 1983. Enfin, seulement 491 nominations pour une période indéterminée aux postes bilingues ont touché des unilingues sous-traités de l'obligation de devenir bilingues en vertu du *Décret d'exclusion sur les langues officielles*.

En 1984, 58,081 anglophones et 25,294 francophones ont fait l'objet de nominations à et au sein de la Fonction publique; les francophones représentaient 30,3 % de toutes les nominations et 46,5 % d'entre eux étaient nommés à des postes bilingues contre 10,0 % chez les anglophones. Les francophones font surtout carrière au Québec et dans les régions bilingues.

C'est au Québec et dans la région de la Capitale nationale qu'on a embauché le plus grand nombre de francophones. Proportionnellement, toutefois, c'est au Québec puis au Nouveau-Brunswick que l'entrée de francophones s'est fait surtout sentir.

Participation des deux groupes linguistiques

Au 1^{er} janvier 1984, 2,263 personnes étaient inscrites dans le Système. Dans le courant de l'année, on a effectué 3,088 nouvelles inscriptions (voir relevé A) et 2,223 placements. Il y eut, d'autre part, 221 retraites pour cause soit de démissions, soit de départ à la retraite ou encore parce que ces personnes n'étaient pas intéressées à obtenir un poste à la Fonction publique ou n'étaient pas libres; 702 personnes dont les fonctions ont été récupérées par des organismes du secteur privé ou qui ont gardé leur poste à la Fonction publique; et 255 personnes qui ont cessé d'être bénéficiaires de priorité sans obtenir un autre emploi au sein de la Fonction publique. À la fin de l'année, il restait 1,950 personnes sur les listes de priorité.

Normes et tests linguistiques

Normes et tests linguistiques

Au nombre de ses activités en matière de langues officielles cette année, la Commission a mis au point, validé et appliqué ses normes et ses tests linguistiques révisés, même des séances de formation pour les évaluateurs des compétences linguistiques dans les systèmes d'évaluation de la langue seconde pour l'ensemble de la langue seconde publique.

Les nouveaux tests visent à mesurer la capacité d'un candidat d'utiliser sa seconde langue officielle dans des situations de travail. Trois tests distincts servent maintenant à évaluer les trois habiletés suivantes: compréhension de l'écrit, expression écrite et interaction orale (compréhension et expression). Chacune des habiletés comporte trois niveaux de compétence: A (minimum), B (intermédiaire) ou C (supérieur).

La compréhension de l'écrit et l'expression écrite sont évaluées à l'aide d'un test à voies multiples. Quant à l'interaction orale, un évaluateur ayant reçu la formation nécessaire évalue le candidat au cours d'une rencontre personnelle sur des sujets liés au travail, dans laquelle il doit amener le candidat à poser des questions, à répondre à un interrogatoire, à relier des événements, à formuler des hypothèses, ainsi qu'à donner et à défendre une opinion. Il utilise aussi la technique du jeu de rôle simulant des situations quotidiennes de travail.

Vers la fin de l'année, 1,781 employés ont ensuite été ajoutés à la liste, ce qui a nécessité certaines réaffectations dans les bureaux régionaux de la Commission pour aider à trouver à ces personnes un nouveau poste le plus rapidement possible. Une partie des nouveaux bénéficiaires est aussi venue des 82 membres de personnel de ministères, qui ont droit à une priorité en vertu de l'article 37 de la Loi.

Une caractéristique importante d'un nouveau système est que les candidats sont évalués au niveau maximum de leur compétence linguistique à l'égard des trois habiletés, quel que soit le niveau requis par leur poste. Puisqu'il des candidats pourraient être exemptés de la nécessité de subir d'autres tests de leurs résultats à cette évaluation. Il justifie, la Commission prévoit une réduction notable de ses activités de réévaluation.

Le système a aussi été conçu de manière à déléguer aux ministères des pouvoirs en matière d'évaluation de la langue seconde. Les méthodes et les techniques ont été choisies pour permettre aux ministères d'administrer et de noter eux-mêmes les tests de manière à accélérer cette phase du processus de dotation. Tous les ministères ont reçu une offre de délégation et la plupart d'entre eux l'ont acceptée. Pour les aider, la Commission a préparé des normes linguistiques de sélection comportant des exemples de tâches que les candidats peuvent avoir à exécuter ainsi que des casettes magnétiques et des disques optiques qui illustrent les différents niveaux de compétences linguistiques.

La réaction aux nouveaux tests a été positive et la Commission est confiante que le nouveau système permettra de mieux évaluer la capacité des fonctionnaires de communiquer dans leur deuxième langue officielle et aussi la capacité de la Fonction publique de servir les Canadiens dans les deux langues officielles.

La dotation en personnel

Administration des priorités

La Loi sur l'emploi dans la Fonction publique prévoit que les employés retenant de congé, certains membres du personnel des ministères et les fonctionnaires mis en disponibilité bénéficient d'une priorité statutaire aux fins d'une nomination. Ces bénéficiaires de priorité peuvent être considérés pour une nomination sans concours, avant tout autre candidat, à n'importe quel poste pour lequel la Commission les juge qualifiés.

La Commission a par ailleurs arrêté un certain nombre de priorités administratives qui concèdent un droit similaire aux employés déclarés excédentaires en raison de la suppression de leurs postes, à ceux dont les postes ont été réclassifiés à un niveau inférieur et à ceux qui ont dû déménager pour suivre leur conjoint. Les bénéficiaires de priorité administrative ne sont cependant considérés qu'après les bénéficiaires de priorité statutaire.

Le Système d'administration des priorités garantit que les ministères, avant de mettre en œuvre le processus habituel de dotation, étudient la candidature des bénéficiaires de priorité qui, de l'avis de la Commission, satisfont aux exigences fondamentales du poste à pourvoir.

En 1984, il a fallu accorder une attention particulière à l'amélioration de l'administration du Système. De concert avec le Secrétaire du Conseil du Trésor, la Commission a insisté auprès des ministères sur la nécessité d'accepter leur juste part de bénéficiaires. La Commission a elle-même consacré des ressources supplémentaires pour s'occuper du placement des bénéficiaires et a adopté de nouvelles méthodes d'administration et de marketing.

Au cours de 1984, les deux changements de gouvernement ont eu des répercussions immédiates sur la Fonction publique, répercussions qui continuent par ailleurs de se faire sentir à mesure que le nouveau gouvernement réexamine l'organisation et les activités de la Fonction publique et fixe de nouvelles priorités. Dans ce contexte, la Commission de la Fonction publique a jugé opportun de poursuivre l'examen de l'administration du système de dotation.

En 1984, la Commission a aidé les ministères dans le travail d'analyse et de planification du programme d'action positive lancé dans toute la Fonction publique en juin 1983. La Commission a constaté que le Rapport de la Commission royale d'enquête sur l'égalité d'Abella partage son point de vue selon lequel le meilleur moyen de favoriser l'équité dans l'emploi de groupes sous-représentés consiste à fixer des objectifs et non des quotas.

Dans ce chapitre, la Commission traite des priorités statutaires et administratives, des langues officielles et de l'action positive. Elle souligne ses activités régionales les plus importantes, indique combien de nominations ont été faites en 1984, et aborde les changements à son système de dotation.

Baisse de 3,0 % des nominations

67 % des nominations ont lieu en dehors de la région de la Capitale nationale.

Mise en œuvre d'un système d'évaluation de la langue seconde

La Commission ouvre un bureau à Froebisher Bay pour recruter des autochtones dans le cadre du Programme des carrières du Grand Nord.

Nouvelle mesure pour venir en aide aux autochtones à Winnipeg

Un troisième programme d'aide pour les personnes handicapées voit le jour: 105 personnes en profitent.

Recrutement postsecondaire: augmentation des nominations et du nombre de femmes

Les francophones passent à 61,614 en 1984, en comparaison de 60,417 en 1983.

Augmentation de 21 %, par rapport à 1983, du placement de bénéficiaires de priorité

Selon la Commission, tout examen de l'importante question qu'est la détermination de l'étendue des activités politiques des fonctionnaires doit reposer sur certains fondements convenant au contexte canadien. Voici quelques-uns des principes en question :

- Le gouvernement en place a le droit de recevoir de la part des fonctionnaires des renseignements objectifs et des conseils impartiaux fondés sur la compétence professionnelle. Il est également en droit de s'attendre que les fonctionnaires exécutent loyalement ses décisions, quelles que soient leurs convictions politiques.
 - Les Canadiens sont en droit d'attendre des fonctionnaires qu'ils leur fournissent avec compétence et en toute impartialité l'aide et les services prévus par les lois ou par les politiques et programmes du gouvernement, sans aucune ingérence de traitement.
 - Les fonctionnaires ont le droit d'obtenir la garantie qu'ils ne seront pas l'objet de pressions partisanses dans l'exercice loyal de leurs fonctions, et que leur carrière et leur sécurité d'emploi seront à l'abri de représailles qui résulteraient d'une perception de leur appartenance politique.
- À l'heure actuelle, les fonctionnaires peuvent voter, contribuer à la caisse d'un candidat à une élection ou d'un parti politique et assister aux réunions politiques. Ils ont également le droit de se faire présenter comme candidats et d'être candidats à une élection fédérale, provinciale ou territoriale à condition d'obtenir au préalable un congé non payé de la Commission. Toutefois, l'article 32 de la *Loi* dispose qu'il est interdit à tout sous-chef ou employé de travailler pour ou contre un candidat à une élection à la Chambre des communes, à la législature d'une province ou au conseil d'un territoire, ou de travailler au nom d'un tel candidat, ainsi que de travailler pour ou contre un parti politique ou de travailler au nom d'un tel parti.
- L'étude des options offertes ou des modifications possibles de la *Loi* décidera du sort des principes ci-dessus. Chaque proposition devra être évaluée par rapport à chacun de ces principes en prenant en considération les dispositions de la *Charte des droits et libertés* et l'intérêt supérieur de la Fonction publique.

DIALOGUE EXPRESS

FÉVRIER 1984

DIALOGUE EXPRESS est publié pour tenir les lecteurs de DIALOGUE au fait des développements de dernière heure en matière de personnel la Fonction publique fédérale.

Commission de la Fonction publique
Public Service Commission
of Canada

Message des Commissaires de la Fonction publique du Canada aux fonctionnaires fédéraux

Il semble y avoir beaucoup de confusion et une certaine appréhension quant aux restrictions imposées aux droits politiques des fonctionnaires fédéraux. Les nombreuses questions soulevées à ce sujet au cours des dernières années en témoignent. Il y a un réel besoin de clarifier les principes et les règles devant orienter la conduite des fonctionnaires à cet égard. C'est pourquoi nous, Commissaires de la Fonction publique du Canada, avons décidé de faire part aux fonctionnaires fédéraux de ce qui suit:

Dans notre régime parlementaire, la Fonction publique joue un rôle fondamental en aidant le gouvernement et le Parlement à servir au mieux les intérêts des citoyens. En effet, les fonctionnaires perçoivent une part essentielle dans l'élaboration des lois et des politiques et dans l'exécution des programmes qui en découlent. Les gouvernements ont besoin et ils ont le droit d'obtenir des renseignements objectifs et des conseils impartiaux fondés sur la compétence, l'objectivité et des conseils impartiaux.

La Loi sur l'emploi dans la Fonction publique impose des restrictions aux droits politiques des fonctionnaires fédéraux, provinciales ou territoriales. Mais compte tenu des considérations exposées dans le paragraphe précédent, nous croyons que l'impartialité de la

Fonction publique exige des principes de conduite qui débordent le contexte électoral. Notre point de vue à cet égard peut se résumer ainsi :

Les fonctionnaires fédéraux ne devraient pas entreprendre d'activités, d'assumer de responsabilités ou faire de déclarations publiques qui tendraient à porter à croire qu'ils ne sont pas en mesure d'exercer leurs fonctions avec l'impartialité politique requise.

Pour préciser ce principe général, nous proposons l'orientation suivante :

- les employés ne devraient pas faire campagne pour ou contre des candidats ou des partis politiques lors d'élections fédérales, provinciales ou territoriales; les employés ne devraient pas solliciter, recueillir, distribuer ou administrer des fonds de la caisse électoral de candidats ou de partis politiques fédéraux, provinciaux ou territoriaux;
- les employés ne devraient pas exercer de fonctions officielles ni être liés à de telles fonctions, y compris participer, à titre de délégués, aux assemblées partielles ou aux congrès de direction en faveur d'un candidat ou d'un parti politique fédéral, provincial ou territorial;
- les employés ne doivent pas solliciter de mandat ou poser leur candidature en vue de briguer les suffrages lors d'élections fédérales, provinciales ou territoriales à moins d'avoir été autorisés au préalable par la Commission de la Fonction publique à prendre un congé sans traitement à cette fin.

À notre avis, ce qui précède ne diminue pas les droits dont jouissent actuellement les fonctionnaires, entre autres le droit :

- de verser des contributions aux partis politiques;
- de se faire présenter comme candidats et d'être candidats à une élection fédérale, provinciale ou territoriale moyennant

L'approbation préalable de la Commission de la Fonction publique :

- de la Fonction publique; d'assister aux assemblées d'un parti politique.

Cependant, le droit d'assister à des assemblées ne modifie en rien l'obligation qu'ont les fonctionnaires de veiller à ce que leur comportement ne mette pas en doute la crédibilité de la Fonction publique en tant qu'institution impartiale. En outre, même si une contribution financière peut entraîner l'affiliation à un parti politique, les fonctionnaires devraient s'abstenir d'exercer certains droits, privilèges et responsabilités que confère habituellement cette affiliation mais qui pourraient compromettre leur impartialité aux yeux d'autrui.

Les fonctionnaires qui exercent des fonctions de gestion, qui dispensent directement des services au public ou qui interprètent et appliquent des lois ou règlements, doivent être particulièrement vigilants pour que leur comportement ne soulevé aucun doute sur leur impartialité et leur éthique professionnelle.

Aussi longtemps que nous n'aurons pas d'autres indices de la volonté du Parlement, telle est notre interprétation de l'esprit et de la portée de la loi au sujet de l'impartialité politique des fonctionnaires. Nous espérons que ces explications vous aideront à décider de la conduite appropriée à votre situation particulière.

Le Président,
Edgar Gallant
Le Commissaire,
Jennifer R. McQueen
Treflé Lacombe

plusieurs requêtes présentées à la Cour fédérale du Canada, notamment celle lui demandant de déclarer la nullité de l'article 32 de la Loi et des lignes directrices émises par la Commission au motif qu'ils sont incompatibles avec la Charte des droits et libertés, et d'interdire en conséquence leur application. Malgré une tentative visant à obtenir d'urgence une telle injonction, la Cour fédérale s'y est refusée au motif qu'elle n'avait pas le temps d'examiner tous les aspects de la question avant la tenue des élections fédérales. Il est prévu que la Cour sera de nouveau saisie de cette cause en 1985.

Plusieurs autres causes portées devant la Cour sont en instance. La cause *L'Association des fonctionnaires provinciaux de l'Ontario et al. c. le procureur général de l'Ontario* est devant la Cour suprême du Canada qui étudiera probablement dans quelle mesure les gouvernements peuvent restreindre les activités politiques partisans des fonctionnaires. Le droit de l'employeur de restreindre la liberté d'expression d'un fonctionnaire, notamment le droit de faire des déclarations publiques d'ordre politique ou de commenter une politique du gouvernement, a également été réglé la chronique à d'autres occasions.

La Commission doit s'assurer que son interprétation des dispositions de la Loi et des mots comme «travailler», dans le contexte de l'article 32 («Il est interdit [...] à tout employé de travailler pour ou contre un candidat à une élection [...] ou [...] un parti politique...»), et des expressions comme «candidat à une élection», dans le contexte de l'octroi d'un congé ou de la possibilité d'allouer un sous-chef ou qu'un employé a violé l'interdiction concernant les activités politiques, soit conforme à l'intention du Parlement, surtout en cette période de changement.

Les associations d'employés de la Fonction publique continuent à faire pression pour que les droits politiques des fonctionnaires soient accrus. Au cours de la campagne électorale de 1984, elles n'ont pas manqué de solliciter la position de chaque parti politique à ce sujet et de transmettre les résultats à leurs membres. Depuis l'élection, elles poursuivent leurs démarches auprès du gouvernement pour qu'il accroisse les droits politiques de leurs membres et auprès de la Commission pour qu'elle relâche les règles en fonction des changements prévus.

Une question d'actualité

Quinze fonctionnaires ont demandé un congé sans traitement pour se porter candidats aux élections fédérales de 1984. La Commission a acquiescé à 13 demandes et en a refusé deux. Parmi les bénéficiaires, quatre ont réussi à devenir candidats et l'un a été élu à la Chambre des communes. Aucun fonctionnaire n'a demandé à se porter candidat aux élections provinciales.

Congés pour se présenter à une élection

Congés pour se présenter à une

À l'opposé de ceux qui réclament la suppression des restrictions imposées aux activités politiques des fonctionnaires, il y en a d'autres qui prétendent que la Fonction publique devient de plus en plus politisée et qu'il faut renverser cette tendance plutôt que de l'accentuer.

De toute évidence, cette question demeurera d'actualité en 1985. Les Commissaires de la Fonction publique seraient tout disposés à se présenter devant un comité parlementaire ou une autre tribune officielle afin de partager leur expérience dans ce domaine et de collaborer à la formulation d'une ligne de conduite appropriée.

Les activités politiques des fonctionnaires

Le rôle de la Commission prévu par la Loi n'est pas de fournir des règles et des directives dans ce domaine. Prouvé, elle est habilitée à intervenir dans des cas de présumées activités politiques de fonctionnaires seulement lorsque les allégations proviennent d'un candidat ou d'un ancien candidat à une élection. Jusqu'à maintenant, aucune allégation officielle n'a été présentée en vertu de la Loi. La Commission a aussi un rôle à jouer en ce qui concerne les demandes de congé présentées par les employés qui désirent se porter candidats à une élection. La Commission peut autoriser le congé «... si elle est d'avis que, par rapport à la Fonction publique, l'efficacité de l'employé, dans le poste qu'il occupe alors, n'aura pas à souffrir du fait qu'il aura été candidat à une élection...»

Dialoguepress a été largement diffusé dans la Fonction publique, ainsi que parmi les députés, les sénateurs et les associations d'employés à titre de renseignement, et a été mentionné par les médias dans tout le pays.

Les réactions au message des commissaires indiquent qu'il a réussi à attirer l'attention des fonctionnaires fédéraux sur cette question importante. Certains députés ont mentionné qu'ils s'étaient inspirés de ce numéro de *Dialoguepress* pour conseiller leurs collègues. D'autres faits intéressants sont à signaler: contestation, lors des consultations de la Commission devant le Comité permanent des prévisions budgétaires en général, de son droit d'interpréter l'intention du Parlement et de son droit de ne pas avoir à divulguer au Comité certains avis juridiques concernant cette question; contestation de l'applicabilité de la Loi dans une région comme celle de la Capitale nationale où les fonctionnaires fédéraux représentent une grande partie des électeurs; allégations lancées par des associations d'employés selon lesquelles la Commission aurait établi des règles et directives, plutôt que des lignes directrices, en vue d'interdire les fonctionnaires,

La question des activités politiques permises aux fonctionnaires a pris une importance nouvelle en 1984. Encouragés en partie par l'adoption de la *Charte canadienne des droits et libertés* en 1982 et le déroulement de trois grands événements politiques — deux congrès à la direction de partis politiques fédéraux en 1983 et 1984 et les élections fédérales de 1984 —, les fonctionnaires, les associations d'employés de la Fonction publique et les députés ont été plus nombreux à exiger que la Commission de la Fonction publique clarifie et, dans certains cas, justifie les restrictions imposées aux fonctionnaires concernant leurs activités politiques.

Le message des commissaires

En février 1984, les commissaires ont publié dans *Dialoguepress* un message spécial à l'intention des employés de la Fonction publique pour clarifier les droits et responsabilités politiques des fonctionnaires. Ce message, reproduit dans ce chapitre, présente des lignes directrices qui précisent comment les commissaires comprennent l'esprit et la portée de la Loi sur l'emploi dans la Fonction publique en ce qui a trait à l'impartialité politique des fonctionnaires. L'élément clé du message est que la Loi stipule qu'il incombe nettement à chaque personne de se conduire d'une façon appropriée en ce qui concerne les activités politiques. Le message ne se veut pas un énoncé de règles et de directives à cet égard mais vise plutôt à aider les fonctionnaires à adopter un comportement convenant aux postes qu'ils occupent.

Une équipe multidisciplinaire est à pied d'œuvre pour mener à bien cette entreprise. Son orientation fondamentale porte sur la qualité des nominations et l'imputabilité des gestionnaires en matière de dotation. L'équipe cherchera à définir et à délimiter le rôle complémentaire des gestionnaires et des agents en personnel. L'ensemble de la réforme sera soumis aux nécessaires consultations auprès des gestionnaires, des agents négociateurs, des agents centraux.

Entre-temps, certains ministères ont déjà accepté de joindre leurs efforts à ceux de la Commission pour assouplir et simplifier le système, ce qui augure bien du changement d'attitude si nécessaire à la réussite de la réforme.

La Commission est convaincue qu'une grande partie de la flexibilité qu'elle désire introduire dans la gestion de la dotation requiert des changements législatifs importants. Par ailleurs, elle est consciente que ces changements ne pourront probablement pas se réaliser avant 1986 ou même 1987. Voilà pourquoi elle a décidé de pousser plus loin la réforme administrative. Son objectif fondamental est d'élaborer un régime de dotation pour la Fonction publique qui soit à la fois plus efficace, plus efficient et plus économique tout en étant plus équitable pour les employés et plus ouvert à tous les groupes de la société canadienne. La Commission veut donner aux gestionnaires plus de latitude pour répondre aux exigences du service tout en respectant le principe du mérite. Cela exigera cependant de leur part un changement d'attitude qui, loin de nuire à la réforme législative que la Commission appelle de ses vœux, contribuera ultimement à en assurer le succès.

Les exigences du service des divers ministères varient beaucoup selon la mission géographique et d'autres facteurs. L'approche de la Commission devra donc tenir compte de la diversité et de la spécificité des ministères, tout en continuant à favoriser les notions d'équité et d'égalité d'accès à l'emploi pour tous les Canadiens. La Commission redoublera d'efforts afin de démultiplier et de simplifier le processus de dotation. En définitive, la réforme sera axée sur les gestionnaires et sur les responsabilités qui sont les leurs.

Réforme administrative et changement d'attitude

Dans son *Rapport annuel 1983*, la Commission de la Fonction publique recommandait une révision majeure des lois fondamentales dans le domaine de la gestion des ressources humaines: la *Loi sur l'emploi dans la Fonction publique*, la *Loi sur l'administration financière* et la *Loi sur les relations de travail dans la Fonction publique*. Elle recommandait en outre d'énoncer les principes généraux qui sous-tendent ce triptyque législatif, d'assurer la cohérence entre ces textes de lois et d'axer la réforme sur les responsabilités des gestionnaires. En 1984, la Commission a décidé que le temps était venu de redéfinir son orientation de base pour les prochaines années.

Une série de consultations ont été menées auprès de nombreux sous-ministres. Ces consultations ont révélé qu'en général, les sous-ministres insistent sur le besoin qu'un organisme redevable au Parlement soit investi du pouvoir exclusif de doter les postes de la Fonction publique, malgré les inconvénients que cela peut susciter pour l'ensemble de la gestion des ressources humaines.

Avant considéré diverses approches possibles, la Commission a choisi de poursuivre résolument la voie de la réforme administrative dans laquelle elle s'était engagée. Cette réforme a pour but d'assurer une gestion efficiente et équitable des activités de décisions de gestion et l'imputabilité des gestionnaires, plutôt que sur une réglementation accrue. Rappelons que les mesures déjà prises permettent d'adapter la délégation des pouvoirs de dotation aux besoins particuliers de chaque ministère*. De plus, la Commission a contribué avec le Secrétariat du Conseil du Trésor à mettre sur pied la catégorie de la gestion et à former les gestionnaires afin que bon nombre de responsabilités de gestion du personnel puissent leur être déléguées. Elle a remplacé plusieurs de ses règlements par des lignes directrices afin de laisser

Aux yeux de plusieurs, la Commission est un organisme dont la raison d'être consiste à contrôler le système mis en place pour faire respecter le principe du mérite. Le processus de dotation est perçu comme étant beaucoup trop complexe et surtout beaucoup trop long. Les mécanismes de recours sont vus par de nombreux gestionnaires comme allant à l'encontre des objectifs qu'ils poursuivent et responsables de lourdeur bureaucratique. Nombre d'entre eux sont convaincus que le présent système n'existe pas pour leur rendre service, mais plutôt pour servir les objectifs et les fins de la Commission. Cette dernière en est donc venue à la conclusion qu'un changement d'attitude important était nécessaire et qu'il ne pourrait se faire que sur une longue période. La Commission souhaite ardemment contribuer à ce changement.

* Dans ce rapport, le terme «ministère» désigne aussi bien un organisme, central ou non, qu'un ministère en tant que tel, sauf où il paraissait essentiel de faire la distinction.

En faisant le bilan de l'année 1984, nous ne pouvons nous empêcher de nous préoccuper d'un certain nombre de problèmes auxquels la Fonction publique du Canada pourrait faire face. En signalant certaines de nos préoccupations au Parlement et aux autres lecteurs du présent rapport, nous espérons ouvrir la voie à des mesures appropriées qui permettront d'éviter les conséquences indésirables appréhendées.

Les droits politiques des fonctionnaires — Dans notre dernier rapport annuel, nous avons demandé au Parlement de peser soigneusement les conséquences à long terme de toute modification des restrictions imposées aux fonctionnaires par la législation actuelle en ce qui concerne certaines formes d'activités politiques. Les événements survenus pendant 1984 ont accentué notre préoccupation dans ce domaine.

Des accusations de conduite inspirée par la politique partisane ont été portées à l'égard de fonctionnaires, mais sans qu'il soit possible d'intervenir en raison de leur caractère trop général. En même temps, certains fonctionnaires ont exprimé leur mécontentement du fait que la *Loi sur l'emploi dans la Fonction publique* leur interdit certaines activités politiques. Après avoir examiné la situation dans certaines provinces et dans d'autres pays, nous sommes convaincus que la levée de toute restriction aux activités politiques des fonctionnaires porterait atteinte à l'impartialité de la Fonction publique et, par contre-coup, nuirait à la progression de carrières fonctionnaires et à la sécurité de leur emploi. Nous préconisons un débat franc et sérieux sur ce sujet auquel participeraient les parlementaires, les fonctionnaires et le public.

Responsabilité — Les fonctionnaires jouent un rôle important dans l'établissement des politiques du gouvernement, même si les décisions finales appartiennent aux ministres qui doivent en assurer l'ultime responsabilité. Si des fonctionnaires qui se sont distingués par leur dévouement et par la qualité de leurs ministères devaient faire l'objet de mesures punitives à cause de leur collaboration à des politiques ou à des programmes jugés inacceptables par un nouveau gouvernement, c'est la qualité de l'ensemble de la Fonction publique qui serait compromise à long terme.

L'image de la Fonction publique — Le dénigrement des fonctionnaires s'est accentué à mesure que s'intensifiait la campagne électorale. Habituellement, ces critiques ne distinguent pas ce qui est imputable aux décisions politiques est de ce qui est attribuable aux pratiques administratives et, à la longue, ont un effet démoralisant sur les fonctionnaires qui, eux, n'ont aucun moyen de se défendre. Les reportages biaisés, les rapports de vérificateurs et d'autres enquêteurs dont la mission est de signaler les faiblesses et les imperfections qui désirent promouvoir leur propre cause, tout cela contribue à ternir l'image de la Fonction publique. Si cela devait persister, le danger serait grand que la Fonction publique ne puisse plus attirer sa part des meilleurs talents du pays et que les fonctionnaires en place perdent leur motivation, de sorte que la réalité se rapproche progressivement de l'image. Nous craignons que la fierté de servir qui faisait naguère la gloire de la Fonction publique ne soit en train de s'effriter.

Recrutement — Il y a eu une réduction graduelle depuis quelques années du nombre de jeunes Canadiens diplômés de nos établissements postsecondaires qui entrent dans la Fonction publique. Malgré une hausse en 1984, ce recrutement se maintient à un niveau très bas et continue à se concentrer dans certains secteurs de spécialisation. Si cette situation devait durer encore longtemps, il est à craindre que la Fonction publique, privée de sa part de la plus grande richesse du Canada, ne soit un jour plus en mesure de relever efficacement les défis de l'avenir.

Les préoccupations signalées ci-dessus ne nous empêchent pas de nous enorgueillir de la façon dont la Fonction publique s'est adaptée aux changements que les fonctionnaires subissent. Les fonctionnaires et nous sommes confiants que les fonctionnaires y feront face avec la même compétence et la même intégrité.

C'est dans ce contexte que nous rendons compte dans le présent rapport au Parlement de notre intendance de la Commission de la Fonction publique pendant 1984. Comme nous l'avons dit dans notre rapport de 1983, nous croyons qu'une révision législative s'impose pour faire aboutir la réforme administrative en matière de dotation et de gestion des ressources humaines dans la Fonction publique. Entre-temps, comme l'indique le premier chapitre, nous poursuivons activement d'autres réformes dans le cadre des lois existantes afin d'améliorer l'efficacité et l'équité de la dotation en misant d'avantage sur la qualité d'une gestion responsable. Le deuxième chapitre, intitulé « Les activités politiques des fonctionnaires », rend compte de notre administration de l'article 32 de la Loi sur l'emploi dans la Fonction publique pendant une année particulièrement fertile en activités politiques. Les autres chapitres rendent compte des activités de la Commission en ce qui concerne ses attributions statutaires et les responsabilités qui lui ont été déléguées, à savoir les programmes de la catégorie de la gestion et de la dotation, la vérification de la dotation et d'autres aspects de la gestion du personnel, les appels et enquêtes, la formation linguistique, la formation et le perfectionnement du personnel, et la gestion interne.

Nous devons les réalisations mentionnées dans le présent rapport surtout aux employés de la Commission auxquels nous sommes reconnaissants pour leur compétence et leur conscience professionnelle. Nous sommes également reconnaissants aux sous-ministres, au Secrétaire du Conseil du Trésor, aux gestionnaires et agents de personnel des ministères et aux agents négociateurs de la Fonction publique pour leur coopération pendant toute l'année écoulée. Enfin, nous tenons à exprimer nos remerciements aux députés qui nous ont appuyés et aidés en nous signalant diverses questions pouvant intéresser la Fonction publique.

Mil neuf cent quatre-vingt-quatre a été une année d'adaptation aux nouvelles circonstances politiques et économiques qui ont eu un effet marqué sur la Fonction publique en général et sur les fonctionnaires qui la composent. Depuis la présentation de notre dernier rapport au Parlement, il y a eu trois premiers ministres et deux changements de gouvernement, ce qui a exigé de la part de celles et ceux dont la mission est de servir le gouvernement au pouvoir un degré accru de sensibilité et de souplesse. Nous croyons que la Fonction publique a été à la hauteur de la situation, encore que tout changement apporté à la composition de nos institutions politiques, aux priorités et aux pratiques gouvernementales ainsi qu'au style de gestion suscite chez certains fonctionnaires de l'inquiétude ou de la perplexité et fait naître chez d'autres de l'espoir et de l'enthousiasme.

Les changements importants apportés à l'appareil gouvernemental et aux outils de l'administration ont également eu d'importantes répercussions sur les fonctionnaires. Le démembrement des départements d'Etat au Développement social et au Développement économique, la fermeture du Centre d'information sur l'unité canadienne et le gel temporaire de la dotation dans les ministères ont touché non seulement les employés de ces trois organismes, mais aussi tous les autres dont les aspirations de carrière se sont ressenties des réflexions des effectifs sème également une grande anxiété parmi les employés.

Direction générale de la vérification

Elle vérifie périodiquement les activités de dotation déléguées aux sous-chefs par la Commission et les activités non déléguées afin de s'assurer qu'elles sont exercées en conformité de la Loi. Elle procède également à des examens spéciaux et à des vérifications de certains aspects du système de dotation. Les vérifications englobent aussi l'examen du Trésor du Canada conformément au contenu de la Commission par le Conseil du Trésor du Canada et des plans de formation de tous les ministères et organismes. La Direction générale se finance grâce à l'opération d'un fonds renouvelable.

Direction générale du perfectionnement

Elle offre des programmes de formation et de perfectionnement et les services de consultation et d'information connexes aux ministères et organismes, en vue d'accroître la compétence professionnelle des employés et de contribuer à la mise en œuvre de la politique de formation formulée par le Conseil du Trésor du Canada et des plans de formation de tous les ministères et organismes. La Direction générale se finance grâce à l'opération d'un fonds renouvelable.

Direction générale des services et systèmes de gestion

Elle est chargée de concevoir, de promouvoir, d'appliquer et de coordonner les systèmes de gestion de la Commission, de veiller à la compatibilité des politiques et systèmes internes de celle-ci avec les directives centrales, de diriger l'acquisition et la gestion des ressources et de fournir aux autres directions générales des services auxiliaires communs. Elle réunit les directions suivantes: administration, systèmes et d'information et de gestion, systèmes et analyse de gestion, finances, affaires publiques, personnel, vérification interne, et services régionaux.

Direction générale des appels et enquêtes

Elle établit des comités d'appel indépendants pour les cas de violation présumée de la Loi et du Règlement en matière de nomination, de promotion, de rétrogradation et de renvoi. Les décisions des comités lient les parties en cause ainsi que la Commission. Seule la Cour d'appel fédérale peut les rescinder. Les enquêtes dans les cas de discrimination présumée dont se plaignent aussi bien des employés que des candidats à l'emploi sont du ressort de cette direction générale. Elle assume également le rôle d'ombudsman et s'occupe des plaintes des employés qui estiment avoir été victimes de harcèlement ou de mesures administratives partiales. Elle se penche en outre sur les pratiques présumées douteuses qui lui sont signalées en matière de dotation.

Direction générale du programme de la formation linguistique

En réponse aux besoins des ministères et organismes, elle assure la formation linguistique liée aux exigences des postes. Elle élabore et dispense des cours spécialisés dans les deux langues officielles dans toutes les régions du pays. De plus, elle offre le Programme supérieur de formation linguistique. Enfin, elle dispense aide et conseils dans divers domaines liés à la formation linguistique: analyse des besoins, élaboration de cours et de programmes destinés à répondre à des besoins précis, évaluation de programmes, testing et orientation des fonctionnaires.

Commissaires

Les trois commissaires, dont le président, sont investis des pouvoirs que la *Loi sur l'emploi dans la Fonction publique* confère à la Commission de la Fonction publique en conseil pour une période de 10 ans, ils ont tous trois statut de sous-chef de ministère. Ensemble, les commissaires établissent les politiques conformément à la *Loi* et les décisions se prennent à la majorité. Le président est le fonctionnaire administratif en chef de la Commission.

Secrétariat exécutif

Il assure la planification et la coordination des stratégies générales, des politiques et des activités courantes de la Commission. Il répond aux demandes de renseignements des parlementaires, veille à la préparation du rapport annuel de la Commission et remplit diverses fonctions prévues par la *Loi*.

Direction générale des programmes de dotation

Conformément aux dispositions de la *Loi et du Règlement sur l'emploi dans la Fonction publique* ainsi qu'aux politiques et directives de la Commission, elle établit les principes et les méthodes de dotation, les normes et les tests de sélection, et les procédés administratifs touchant la dotation. Elle est responsable du recrutement et de la présentation des candidats de l'extérieur de la Fonction publique, ainsi que de la dotation des postes qui n'ont pas fait l'objet d'une délégation de pouvoirs. Elle surveille les activités de dotation ministérielles et s'occupe de certaines activités liées à la planification des ressources humaines. Elle détermine les normes linguistiques concernant les postes bilingues et évalue la compétence linguistique des postulants et des titulaires. Elle dirige notamment le Bureau de présentation et d'orientation professionnelle des femmes, le Programme national de perfectionnement des autochtones et le Programme des services aux personnes handicapées.

Direction générale des programmes de la catégorie de la gestion

Elle veille au recrutement et à la sélection des membres de la catégorie, conformément aux directives et politiques de la Commission. Elle assure la planification des carrières et de la relève et la prestation des activités de dotation pour les postes de cadres de direction et de gestion. Elle fournit également des services d'orientation aux membres de la catégorie et à ceux qui aspirent à le devenir. Enfin, elle est responsable des affectations internationales et des programmes Échanges Canada et Cours et affectations de perfectionnement.

L'effectif

Augmentation de 0,9 % du nombre d'employés de la Fonction publique: 224,026 en 1984 par rapport à 222,044 en 1983

Augmentation du nombre de francophones à la Fonction publique: 61,614 en 1984 par rapport à 60,417 en 1983. Leur représentation est de 27,7 % en 1984 par rapport à 27,4 % en 1983.

Baisse du nombre d'employés dans la région de la Capitale nationale: 72,089 en 1984 par rapport à 72,150 en 1983. Leur pourcentage de l'effectif est de 32,2 % en 1984 par rapport à 32,5 % en 1983.

Les nominations et les départs

Baisse de 3,0 % du nombre de nominations à et au sein de la Fonction publique: 84,002 en 1984 par rapport à 86,588 en 1983

Augmentation de 9,6 % des nominations de candidats de l'extérieur de la Fonction publique: 11,028 en 1984 par rapport à 10,066 en 1983

Augmentation de 8,0 % des nominations impératives à des postes bilingues: 11,304 en 1984 par rapport à 10,470 en 1983

Baisse de 3,8 % du nombre de départs, y compris les mises en disponibilité: 18,452 en 1984 par rapport à 19,177 en 1983

Les groupes sous-représentés

Augmentation du nombre de femmes dans la Fonction publique: 92,093 en 1984 par rapport à 90,186 en 1983. Leur représentation a aussi augmenté: 41,1 % en 1984 par rapport à 40,6 % en 1983.

Recensement de femmes — dans la Fonction publique et à l'extérieur — des promotions ou du perfectionnement de les prendre en considération pour et ayant les capacités nécessaires, afin d'augmenter l'accès à des postes de gestion

Augmentation de 7,0 % de la représentation des femmes parmi les diplômés d'université recrutés dans le cadre du programme de recrutement postsecondaire: 49,1 % des recrues en 1984 par rapport à 42,1 % en 1983

Ouverture d'un bureau de la Commission à Frobisher Bay pour mieux desservir les autochtones de l'Arctique de l'Est dans le cadre du Programme des carrières du Grand Nord.

Mise en œuvre du Programme des possibilités d'emploi dans la Fonction publique pour les autochtones du Manitoba

Mise sur pied d'un programme de handicapés psychiatriques dans la région de la Capitale nationale

Une exposition d'aides techniques pour assister les personnes handicapées dans leur travail a été présentée dans plusieurs villes.

Catégorie de la gestion

Augmentation de 10,7 % de l'effectif de la catégorie de la gestion: 4,281 en 1984 par rapport à 3,867 en 1983. Une partie de cette augmentation (4,1 %) résulte de l'intégration des postes équivalents à ceux de la catégorie.

Mise sur pied du programme pilote Cours et affectations de perfectionnement dans l'ouest du pays

Formation linguistique

Baisse de 16,7 % du nombre de participants aux cours de langue continus à temps plein: 2,690 en 1984 par rapport à 3,229 en 1983

Formation et perfectionnement

Augmentation de 17,2 % du nombre de participants à la formation professionnelle: 12,851 en 1984 par rapport à 10,968 en 1983

Elaboration de plusieurs cours en bureauautique

Appels

Augmentation de 2,6 % du nombre d'appels: 2,463 en 1984 par rapport à 2,400 en 1983

Augmentation de 48,1 % du nombre d'appels accueillis: 437 en 1984 par rapport à 295 en 1983

Mise sur pied du programme pilote Cours et affectations de perfectionnement dans l'ouest du pays

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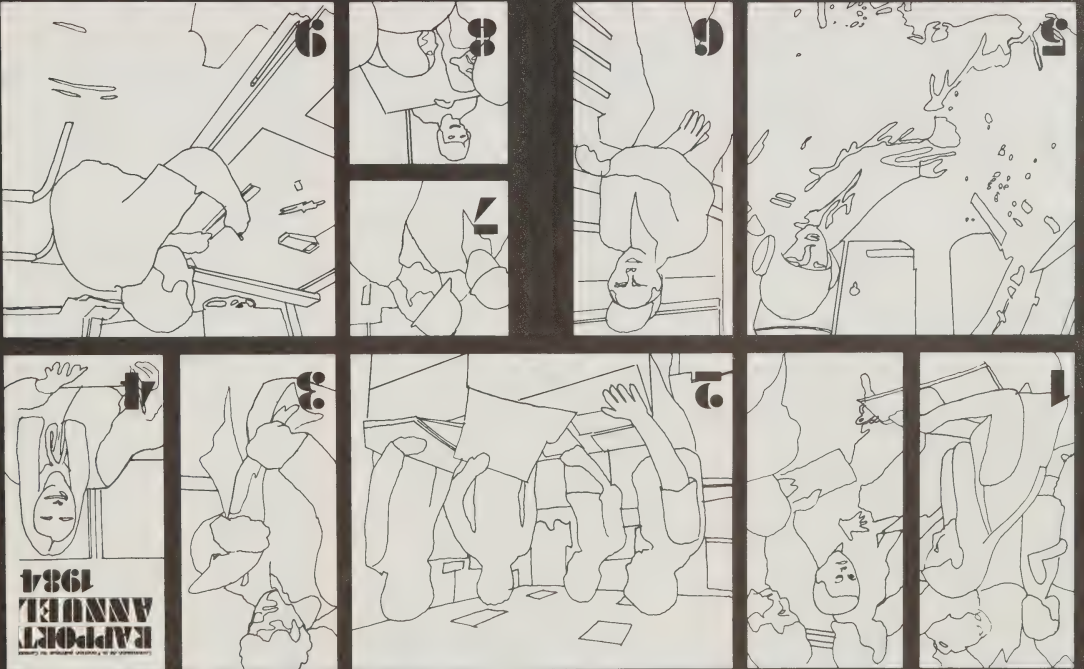
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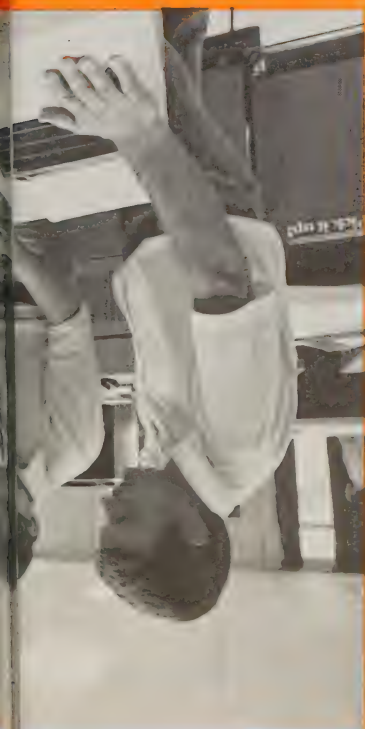
9 Un dessinateur du ministère de la Santé
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RAPPORT ANNUEL 1984

Commission de la Fonction publique du Canada



L'honorable Walter McLean, C.P.
Secrétaire d'Etat du Canada
Chambre des communes
Ottawa

Monsieur le Ministre,

Nous vous prions de bien vouloir déposer à la Chambre des communes le rapport de 1984 de la Commission de la Fonction publique du Canada.

Nous soumettons notre rapport au Parlement en conformité des dispositions de l'article 45 de la Loi sur l'emploi dans la Fonction publique du chapitre 71 des Statuts du Canada de 1966/1967.

Veuillez agréer, Monsieur le Ministre, l'assurance de notre très haute considération.

Le Président,



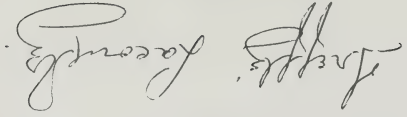
Edgar Gallant

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Le Commissaire,



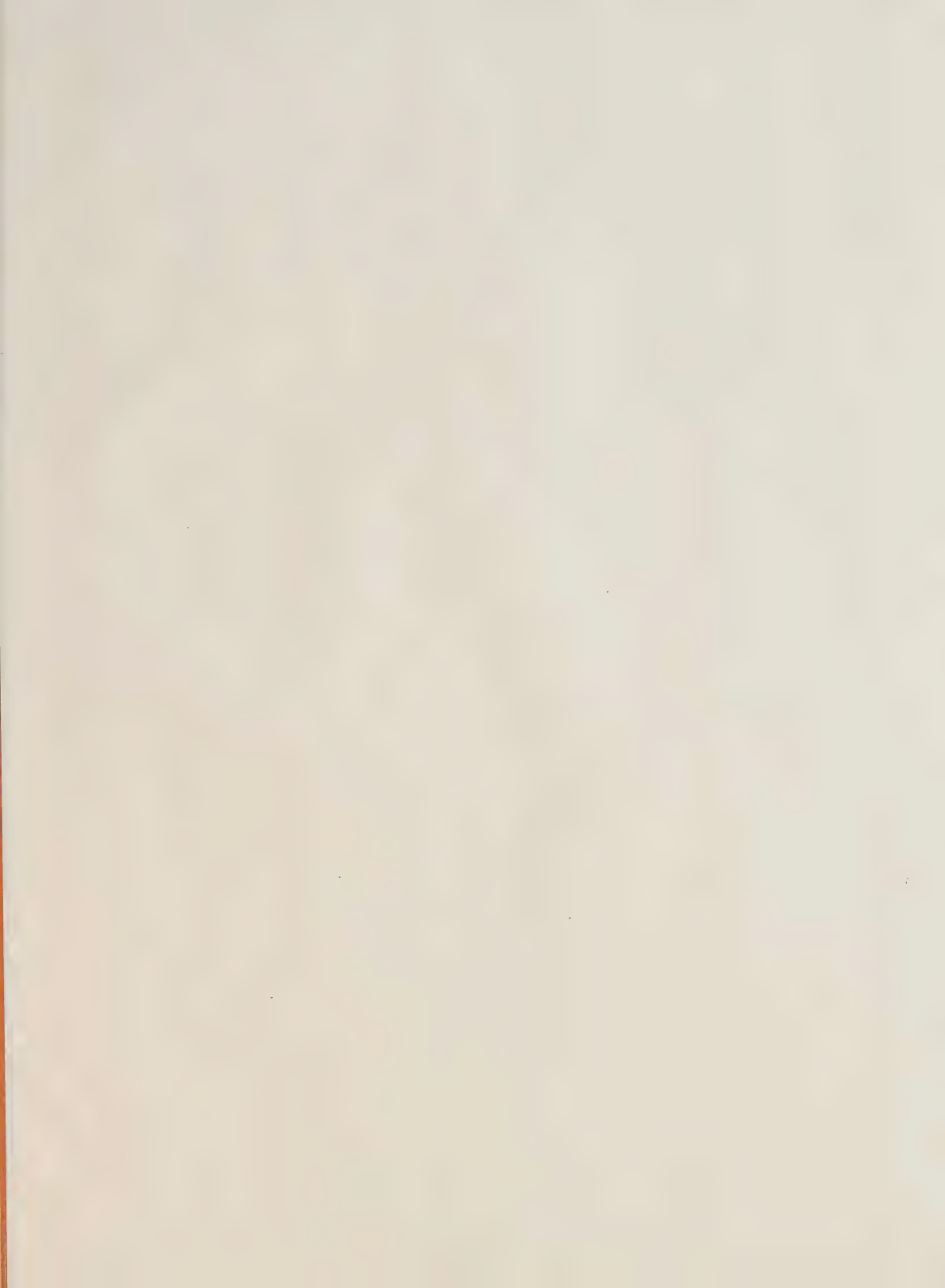
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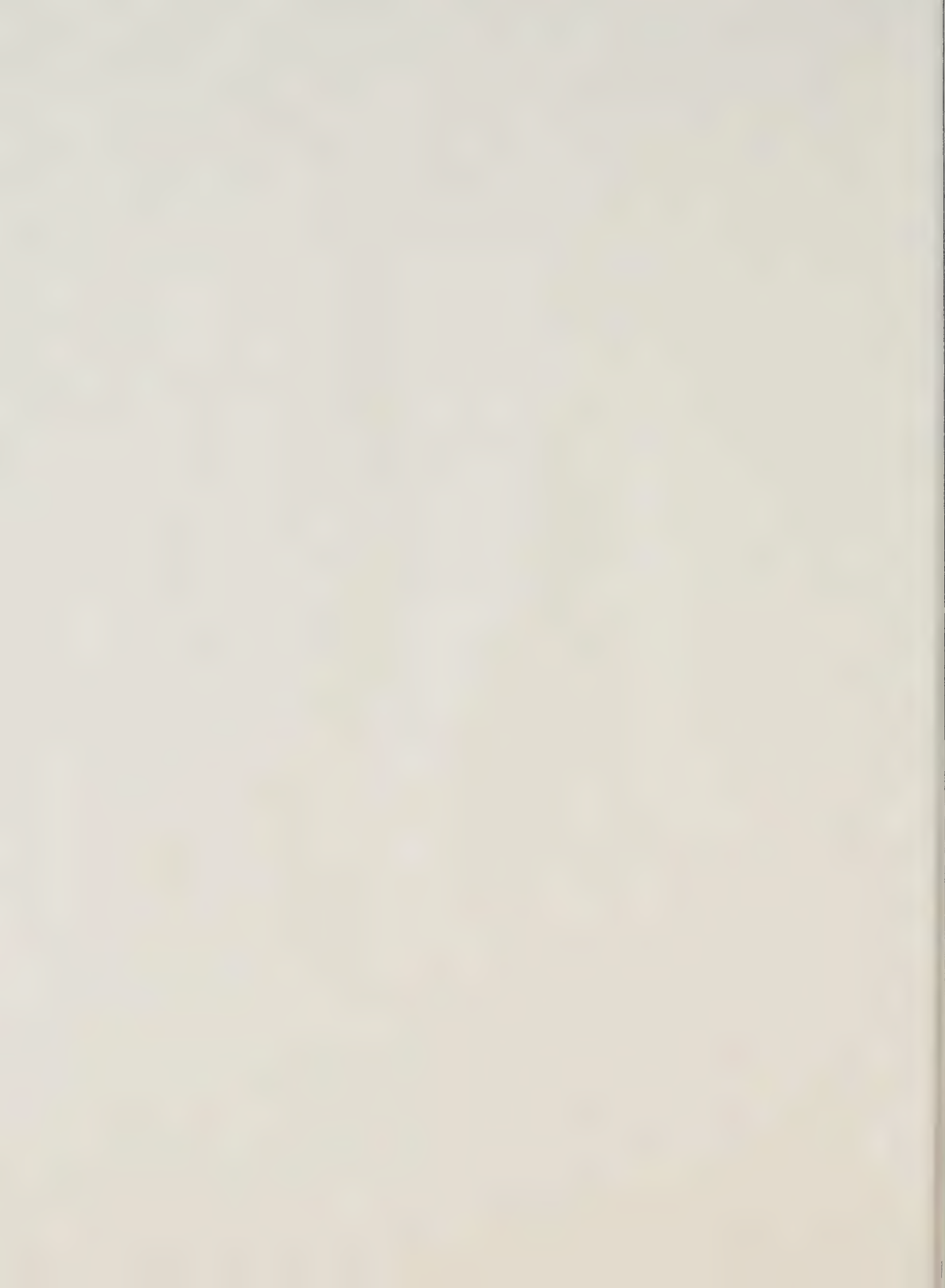


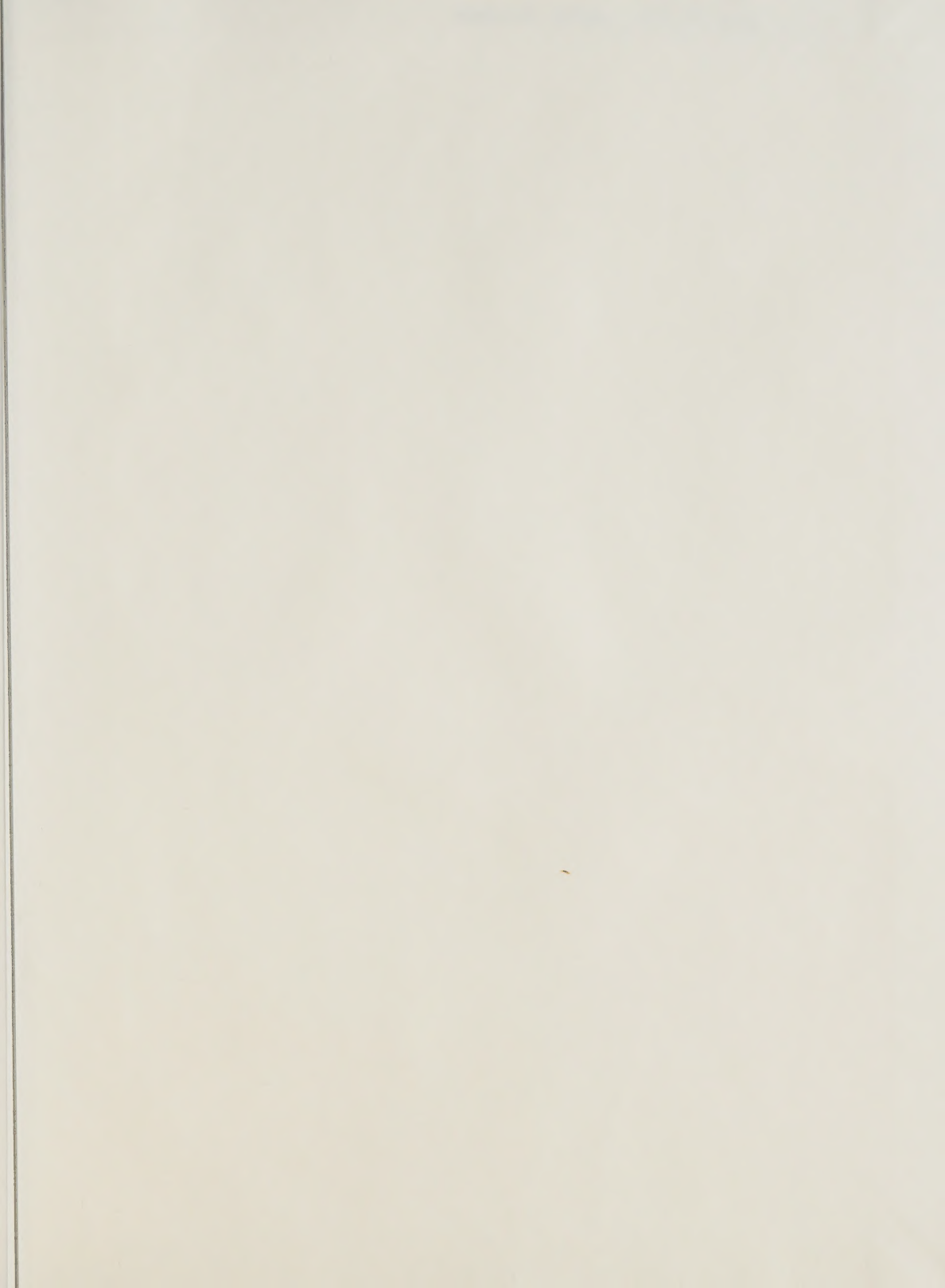


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